

**CORNELL UNIVERSITY
ANNOUNCEMENTS**

DECEMBER 31, 1963

**BUSINESS & PUBLIC
ADMINISTRATION
1964-1965**

**GRADUATE SCHOOL OF BUSINESS
AND PUBLIC ADMINISTRATION**

ACADEMIC CALENDAR (Tentative)

JANUARY-JUNE, 1964

| | | | |
|-----------|----------------------------------------|-----------|-----------------------------------------------|
| Jan. 6 M | Instruction resumed, 8 a.m. | Mar. 9 M | Last day for withdrawal from courses (B & PA) |
| Jan. 25 S | First-term instruction ends | Mar. 27 F | Midterm grades due, 12 noon |
| Jan. 27 M | Second-term registration, old students | | Spring recess: |
| Jan. 28 T | Examinations begin | Mar. 28 S | Instruction suspended, 12:50 p.m. |
| Feb. 5 W | Examinations end | Apr. 6 M | Instruction resumed, 8 a.m. |
| Feb. 6 Th | Midyear recess | May 30 S | Second-term instruction ends |
| Feb. 7 F | Midyear recess | June 1 M | Examinations begin |
| Feb. 8 S | Registration, new students | June 9 T | Examinations end |
| Feb. 10 M | Second-term instruction begins | June 15 M | Commencement Day |
| Feb. 24 M | Last day for course changes (B & PA) | | |

ACADEMIC YEAR, 1964-1965

| | | | |
|------------|-----------------------------------------------|-----------|-----------------------------------------------|
| Sept. 18 F | New student orientation (B & PA) | Jan. 26 T | Examinations begin |
| Sept. 21 M | Registration, new students | Feb. 3 W | Examinations end |
| Sept. 22 T | Registration, old students | Feb. 4 Th | Midyear recess |
| Sept. 23 W | Instruction begins, 1 p.m. | Feb. 5 F | Midyear recess |
| Oct. 7 W | Last day for course changes (B & PA) | Feb. 6 S | Registration, new students |
| Oct. 21 W | Last day for withdrawal from courses (B & PA) | Feb. 8 M | Second-term instruction begins |
| Nov. 11 W | Midterm grades due | Feb. 22 M | Last day for course changes (B & PA) |
| | Thanksgiving recess: | Mar. 8 M | Last day for withdrawal from courses (B & PA) |
| Nov. 25 W | Instruction suspended, 12:50 p.m. | Mar. 26 F | Midterm grades due, 12 noon |
| Nov. 30 M | Instruction resumed, 8 a.m. | | Spring recess: |
| | Christmas recess: | Mar. 27 S | Instruction suspended, 12:50 p.m. |
| Dec. 19 S | Instruction suspended, 12:50 p.m. | Apr. 5 M | Instruction resumed, 8 a.m. |
| Jan. 4 M | Instruction resumed, 8 a.m. | May 29 S | Second-term instruction ends |
| Jan. 23 S | First-term instruction ends | May 31 M | Examinations begin |
| Jan. 25 M | Second-term registration, old students | June 8 T | Examinations end |
| | | June 14 M | Commencement Day |

CORNELL UNIVERSITY ANNOUNCEMENTS. Volume 55. Number 12. Dec. 31, 1963. Published twenty-one times a year: twice in March, April, May, June, July, August, October, and December; three times in September; once in January and in November; no issues in February. Published by Cornell University at Edmund Ezra Day Hall, 18 East Avenue, Ithaca, New York. Second-class postage paid at Ithaca, New York.

CORNELL UNIVERSITY

**GRADUATE SCHOOL OF
BUSINESS AND PUBLIC
ADMINISTRATION**

1964-1965



CONTENTS

| | |
|---------------------------------------------------|---------------------------|
| ACADEMIC CALENDAR..... | <i>Inside front cover</i> |
| FACULTY, STAFF, AND ADVISORY COUNCIL..... | 1 |
| AIM AND PHILOSOPHY..... | 3 |
| The Faculty | 4 |
| Facilities | 4 |
| Historical Note | 4 |
| TEACHING PROGRAMS FOR THE MASTER'S DEGREE..... | 5 |
| Business Administration | 6 |
| Public Administration | 16 |
| Administration and Law..... | 22 |
| PROGRAM FOR THE DEGREE OF DOCTOR OF PHILOSOPHY | 23 |
| DESCRIPTION OF COURSES..... | 27 |
| RESEARCH AND PUBLICATIONS..... | 44 |
| SPECIAL PROGRAMS | 47 |
| STUDENT ADMISSIONS, SERVICES, AND ACTIVITIES..... | 50 |
| Admissions, Costs, and Financial Aid..... | 50 |
| Services to Students and Alumni..... | 57 |
| The Student Program..... | 59 |
| THE STUDENT BODY..... | 62 |
| INDEX OF COURSES..... | 63 |
| GENERAL INDEX | 65 |
| LIST OF ANNOUNCEMENTS..... | <i>Inside back cover</i> |

*Malott Hall, home of the Graduate School
of Business and Public Administration.*



FACULTY, STAFF, AND ADVISORY COUNCIL¹

OFFICERS OF ADMINISTRATION

JAMES A. PERKINS, A.B., Ph.D., *President of the University*
WILLIAM D. CARMICHAEL, M.P.A., Ph.D., *Dean of the School*
DAVID A. THOMAS, M.B.A., Ph.D., C.P.A., *Associate Dean of the School*
ROBERT W. SHIVELY, Ed.M., *Director of Admissions and Student Affairs*
EDWARD S. FLASH, JR., M.P.A., Ph.D., *Director of Placement and Alumni Affairs*

FACULTY AND RESEARCH STAFF

ROY E. BAKER, D.B.A., *Assistant Professor of Accounting*
ROGER M. BATTISTELLA, M.P.H., *Lecturer in Hospital Administration*
FREDRICK T. BENT, Ph.D., *Associate Professor of Public Administration and Acting Editor, Administrative Science Quarterly*
HAROLD BIERMAN, JR., M.B.A., Ph.D., *Professor of Accounting and Managerial Economics*
EARL BROOKS, M.S., *Professor of Administration*
DOUGLAS R. BROWN, M.S., *Lecturer in Hospital Administration and Executive Director, Hospital Administrators Development Program*
JOSEPH B. BUGLIARI, I.L.B., *Lecturer in Business Law*
WILLIAM D. CARMICHAEL, M.P.A., Ph.D., *Professor of Economic Policy*
RICHARD W. CONWAY, Ph.D., *Associate Professor of Industrial Engineering and Administration*
MELVIN G. DE CHAZEAU, Ph.D., *Professor of Business Economics and Policy*
JOAN S. DODGE, Ph.D., *Research Associate in Hospital Administration*
MIRIAM T. DOOLSON, Ph.D., *Research Associate in Hospital Administration*
DONALD ENGLISH, M.B.A., *Professor of Accounting, Emeritus*
EDWARD S. FLASH, JR., M.P.A., Ph.D., *Assistant Professor of Public Administration*
EYROUL S. GERMAIN, M.B.A., C.P.A., *Lecturer in Accounting*
FRANK F. GILMORE, S.M., *Professor of Business Administration and Director of the Executive Development Program*
ALBERT M. HILLHOUSE, J.D., Ph.D., *Professor of Public Finance*
G. DAVID HUGHES, M.B.A., Ph.D., *Assistant Professor of Marketing*
JOHN G. B. HUTCHINS, Ph.D., *Professor of Business History and Transportation*
THOMAS M. LODAHL, Ph.D., *Associate Professor of Administration*
TERRELL B. MAXFIELD, B.S. in M.E., C.P.A., *Lecturer in Accounting*
ALAN K. McADAMS, M.B.A., Ph.D., *Assistant Professor of Managerial Economics and Finance*
ROBERT C. MORRIS, M.S., *Lecturer in Administration*
GEORGE R. MORRISON, Ph.D., *Assistant Professor of Economics*
ARTHUR E. NILSSON, M.B.A., Ph.D., *Professor of Finance*
ROBERT V. PRESTHUS, Ph.D., *Professor of Public Administration*²
JOHN M. RATHMELL, M.B.A., Ph.D., *Associate Professor of Marketing*
DONALD C. SAMSON, M.D., *Visiting Professor of Administrative Medicine*
SEYMOUR SMIDT, Ph.D., *Associate Professor of Managerial Economics*³
DAVID A. THOMAS, M.B.A., Ph.D., C.P.A., *Professor of Accounting*
VICTOR A. THOMPSON, Ph.D., *Visiting Professor of Administration*
PAUL P. VAN RIPER, Ph.D., *Professor of Administration*
PAUL WASSERMAN, M.S. in I.S., Ph.D., *Professor of Bibliography and Librarian*⁴
RODNEY F. WHITE, M.Comin., *Assistant Professor of Administration*
LEROY K. YOUNG, M.B.A., M.D., *Assistant Professor of Hospital Administration*

¹ As of January 1, 1964.

² On leave, academic year 1963-1964.

³ On leave, academic year 1963-1964.

⁴ On leave, academic year 1963-1964.

2 BUSINESS AND PUBLIC ADMINISTRATION

ELECTED MEMBERS FROM OTHER FACULTIES

DAVID L. CALL, M.B.A., Ph.D., *Associate Professor of Food Economics, Graduate School of Nutrition*

ARCH T. DOTSON, Ph.D., *Associate Professor of Government, College of Arts and Sciences*

WAYNE L. HODGES, M.A., *Professor of Industrial and Labor Relations, New York State School of Industrial and Labor Relations*

ADMINISTRATIVE STAFF

EDLA L. BEALD, B.S., *Registrar, and Administrative Aide to the Dean*

INEZ M. KING, *Administrative Aide to the Dean*

BETSY ANN OLIVE, B.I.S., *Acting Librarian*

BEVERLY J. RYD, M.S. in L.S., *Reference Librarian*

ADVISORY COUNCIL TO THE SCHOOL

HAROLD BRAYMAN, *Director, Public Relations Department, E. I. du Pont de Nemours and Company, Inc. (Chairman)*

ROBERT O. BASS, *President and General Manager, Morse Chain Company*

ALBERT K. CHAPMAN, *Chairman of the Board, Eastman Kodak Company*

JOSEPH L. EASTWICK, *Chairman of the Board, James Lees and Sons*

ROGER W. JONES, *Special Assistant to the Director, Bureau of the Budget, Executive Office of the President*

JAMES A. McCONNELL, *former Assistant Secretary, Department of Agriculture; former Executive Vice President, Cooperative Grange League Federation Exchange, Inc.*

WILLIAM R. ROBERTSON, *General Agent, Massachusetts Mutual Life Insurance Company*

NELSON SCHAELEN, *Partner, Smith, Barney & Co.*

JOHN P. SYME, *Vice President, Johns-Manville Corporation*

GUIDO F. VERBECK, JR., *Senior Vice President, Morgan Guaranty Trust Company*

AIM AND PHILOSOPHY

THE OBJECTIVE of the Graduate School of Business and Public Administration at Cornell University is to provide a professional education for men and women planning administrative careers in private enterprise or public service.

Administration is regarded in this School as an activity which may be usefully studied and as a skill which may be developed. The administrator is continuously concerned with promoting his organization and determining its objectives, with the consideration of the means to these ends, and with the implementation of his decisions through appropriate delegation of duties and the effective motivation of those concerned. The professionally competent administrator is distinguished particularly by his ability to identify and evaluate the significant aspects of his problem and to make wise decisions. He will be regardful of all the pertinent factors bearing on his problem—economic, social, and political. He will understand how to select and train his personnel, and how to function in his organization so as to secure willing, effective, and coordinated support from those both below and above him in the authority structure. Administrators function at many levels in an organization, but the advantages flowing from wise decisions, and the costs of unwise ones, multiply rapidly as one approaches the upper levels where heavy responsibility for determining goals, means, and methods rests. Hence it is to these levels that this School devotes its major attention.

In this School it is held that the award of the professional degree of M.B.A. or M.P.A. signifies: (a) knowledge and mastery of a body of basic literature appropriate to the degree; (b) an ability to make decisions wisely in the important functional areas appropriate to the degree; (c) an ability to deal rationally with the problems of top levels of administration; (d) the possession of standards of professional competence, both technical and ethical; (e) an advanced understanding of the problems of administration in some area; and (f) an interest in and understanding of how the art of administration can be advanced. The teaching programs are designed to achieve these objectives.

For each degree there is a broadly conceived core program, some features of which are common to both degrees, and there is a wide range of advanced courses. It should be noted, however, that this School presents advantages not found in others specializing in either business or public administration in that a student has excellent opportunities to learn about problems and methods in the field other than that in which he is working by taking its courses and through contact with students and faculty. There are many features of governmental operations which are of great interest to businessmen, and likewise public administrators require increasing knowledge of business affairs and practices.

This School is not interested primarily in vocational training for narrowly defined administrative areas associated with certain industries or with particular types of governmental activity. However, in some cases where unusual conditions and problems exist, special studies are made available both as concentrations and courses. One of these cases is hospital administration, in which there is a substantial offering which may be approached through either basic degree program.

The School's interest in exploring the art and science of administration is expressed in its publication, *Administrative Science Quarterly*.

It is our view that in the administrative world of tomorrow more than general education and more than empirical judgments will be required of leaders in business and governmental organizations. More systematic marshaling of information, more rational analysis, and better understanding of human relations will be required. This program has as one of its objectives the provision of the foundations, both conceptual and operational, on which the student can build further, either in professional practice or in formal study for the doctorate.

THE FACULTY

The heart of any educational institution lies in its faculty and in faculty-student relationships. Members of the faculty have been selected for their ability to teach, their capacity to supervise and conduct administrative research, and their theoretical training and actual experience in business and public administration. Their continuing association with business organizations and public agencies serves to underline the relevance of the curriculum to the realities of the administrative world.

The faculty is composed of a core of full-time members on the staff of the School. However, a number of faculty members of other Cornell colleges and schools are associated with this School in various cooperative programs. The efforts of these full-time faculty members are further supported by lecturers who give part-time instruction and by a large number of guest lecturers in specialized fields who contribute to seminar sessions and class discussions.

The limited number of students and the faculty-student ratio permit, except in the case of a few of the required courses, relatively small classes as well as careful faculty attention to the special problems of individual students. Even in the few large classes, special sections are normally arranged to facilitate discussion and case analysis.

FACILITIES

All facilities of the School are now housed in Malott Hall, completed during the 1963-1964 academic year. The structure meets the specialized requirements of graduate education in administration. Classrooms are designed for lecture, case analysis, and seminar methods. The library complex contemplates a collection of some 100,000 volumes. The building also provides facilities for postgraduate programs for practicing administrators and a center for student activities.

HISTORICAL NOTE

The School opened in September, 1946, with 41 students and a faculty of seven. It achieved the status of a graduate school July 1, 1955, and in that year inaugurated a doctoral program. The Sloan Institute of Hospital Administration, an integral part of the School, was founded in 1955. Today the School grants the Master of Business Administration and Master of Public Administration degrees, and its faculty staffs the Field of Business and Public Administration in the Graduate School of Cornell University for the purpose of administering the Doctor of Philosophy degree program. Currently, the School has an enrollment of some 250 graduate students and a faculty of 29.

TEACHING PROGRAMS FOR THE MASTER'S DEGREE

RECOGNIZING the problem of bringing reality into the classroom, the School places emphasis on the case method of instruction in many of its classes. The development of general principles is also a major concern of the School. Principles and real-life situations, however, are brought into a meaningful relationship by requiring students to analyze administrative problems and develop a course of responsible action.

The School does not presume that its students will be immediately qualified to become top administrators. However, this kind of training should shorten the student's apprenticeship and substantially increase his comprehension of all types of administrative and managerial activity.

At the Master's level, the Graduate School of Business and Public Administration confers two professional degrees, the Master of Business Administration (M.B.A.), and the Master of Public Administration (M.P.A.).

The School affords a variety of opportunities for study adapted to the particular needs of the student, depending upon his background, his abilities, and his primary vocational interests. The programs of study in specialized areas of business administration or in governmental administration are undertaken only after the student has demonstrated a reasonable understanding of the principles of management and of the use of the basic tools of management—methods of economic, financial, and statistical analysis, and administrative accounting—as employed in the management process. Accordingly, in the two-year program leading to the professional degrees, the first-year course of study is largely predetermined.

On the completion of the first year's requirements, a candidate for either degree will select a *field of concentration* for more intensive study. The principal fields of concentration are described for business administration beginning on page 8 and for public administration beginning on page 17. As indicated later in this section, however, special programs suited to the needs of qualified students may be developed.

Minimum and maximum credit hours a term are 12 and 18, respectively, with a minimum of 62 credit hours required for graduation. Although a grade of 60 or above in any course will assure academic credit for the course, a weighted average grade in any term of less than 70 per credit hour is considered evidence of unsatisfactory work and may result in dismissal.

The Sloan Institute of Hospital Administration offers a two-year academic program which is integrated into the work for the degrees of Master of Business Administration and Master of Public Administration. Courses in the health area and administration of hospitals complement those devoted to basic administration and management skills. A closely coordinated program of field training rounds out this educational experience.

Degree with Distinction

The School confers the M.B.A. and M.P.A. degrees *with distinction* upon a limited number of students and, quality permitting, *with highest distinction*. The attainment of the degree with distinction indicates not only excellence in course work but also a broad knowledge of business or public administration in general and an ability to integrate effectively the materials of separate courses in the resolution of administrative problems in one's particular field of interest.

All students with a cumulative average grade of 83 at the end of their second term are invited to participate. The average must be raised to 85 by the end of the third term in order to continue in the degree-with-distinction program. The candidate may elect either of the following procedures:

1. Write an honors thesis for six hours' credit during the third and fourth terms, three credit hours each term. Credit for an acceptable thesis is allowed whether or not the candidate qualifies for the degree with distinction.

2. Write an honors paper during a week of the final term in which the candidate is freed from all other academic responsibilities. Topic of the paper is selected by the candidate's adviser.

Under both procedures the candidate must sit for a comprehensive oral examination on his written work and major subject matter field. The degree with distinction requires acceptable performance in both the written work and the oral examination.

Advanced Standing

Advanced standing toward the degrees of this School is not given for undergraduate work, except to a limited extent under double-registration programs described below. Advanced standing may be granted for *graduate* work completed elsewhere, up to a maximum of 15 credit hours. The granting of credit requires case-by-case consideration based on meeting the following criteria: (a) the courses for which advanced standing is requested must be of graduate level; (b) they must closely parallel work offered in this School; and (c) the student's performance must be satisfactory according to the School's standards.

Exemptions

Exemption, without credit, from first-year core courses will be granted on the basis of performance in written examination. Exemption examinations in first-year core courses will be given during the week prior to registration for the term in which the courses are offered. Such exemptions free the student to take other courses appropriate to his degree program; they do not reduce the requirement of 62 credit hours.

BUSINESS ADMINISTRATION

The purpose of the program in business administration is to provide an educational foundation for responsible business leadership. This foundation includes:

Training in the handling of administrative relationships in business, based upon an understanding of administrative practices and theory, including the contributions of the behavioral sciences.

Knowledge of the use of quantitative methods of analysis in the solution of business problems, including an appreciation of how mathematical approaches may be used.

A foundation in economic analysis that makes possible a better understanding of the economic environment in which business operates, and that also furnishes analytical tools as aids in decision making.

An understanding of the functions required to operate a business enterprise, such as marketing, production, and finance, including a useful approach to decision making in connection with operating problems.

A company-wide point of view, together with training in the diagnosis of situations, the determination of objectives, and the development of programs of action for the business as a whole.

An understanding of the significant public policies, and of the underlying political and economic foundations, which must be taken into account by responsible business leadership.

A developed sense of standards of professional competence and ethical conduct.

Knowledge of the literature in business administration, together with an understanding of how administrative effectiveness can be enhanced.

Basic Program in Business Administration

The first year is devoted largely to a core of required courses which have been designed to provide in an integrated and coordinated manner the essentials of good management and administration. During the second year the student develops his more specialized interests.

FIRST YEAR

| | <i>1st Term</i> | <i>2d Term</i> |
|----------------------------------------------------|-----------------|----------------|
| 100. Introduction to Administration..... | 3 | |
| 101. Personnel Management and Human Relations..... | | 3 |
| 102. The American Economy..... | 3 | |
| 103. Managerial Economics..... | | 3 |
| 104. Finance | | 3 |
| 106. Marketing | 3 | |
| 107. Production | | 3 |
| 108. Politics and Political Power..... | | 3 |
| 110. Principles of Accounting..... | 3 | |
| 111. Managerial Accounting..... | | 3 |
| 113. Introduction to Managerial Statistics *..... | 3 | |

SECOND YEAR

| | <i>1st Term</i> | <i>2d Term</i> |
|---------------------------------------------------|-----------------|----------------|
| 200. Business Policy Formulation..... | 3 | |
| 201. Information Sources in Administration †..... | 2 | |
| 202. Business and Public Policies ‡..... | | 3 |
| Electives | 9-12 | 12-15 |

* Not required of students taking both 600, Introduction to Probability Theory and 601, Introduction to Statistical Theory.

† To be taken the first year, exemption permitting.

‡ Alternately students may satisfy the requirement by taking both 376, Business Policy and Economic Instability and 377, Competitive Behavior and Public Policy, three hours each.

In addition to completing the core curriculum outlined above, each student will fulfill the requirements of a concentration (to be determined no later than the beginning of the second year). The content of the student's concentration program shall be determined in consultation with his adviser after consideration of his background, interest, and abilities. Additional information is given in the next section entitled "Concentrations in Business Administration."

The course requirements for the concentration in hospital administration differ slightly from the above with respect to both the first and second years.

Concentrations in Business Administration

ACCOUNTING (M.B.A.)

There are two *accounting* concentrations. The first is designated *industrial accounting* and is designed either to lead to a career in the accounting department of a business or government agency, or to supply tools which a general business manager can utilize. The second concentration, *professional accounting*, is designed to prepare the student for a career in public accounting and fulfills the academic requirements for the Certified Public Accountant certificate in New York State.

THE INDUSTRIAL ACCOUNTING PROGRAM . . . This accounting concentration is flexible depending on the student's preparation prior to entering the School and his proposed vocational objectives. A typical program would include second-year courses in finance and managerial economics as well as advanced accounting, cost accounting, and tax accounting.

THE PROFESSIONAL ACCOUNTING PROGRAM . . . Because of the complicated nature of certain requirements for the Certified Public Accounting certificate, the student contemplating the professional accounting program should consult with a member of the accounting staff at the earliest possible date prior to or immediately after initial registration. However, this much may be said here—the New York State Education Department requires applicants to any part of the examination in certified public accountancy to have been graduated from a college offering an accounting curriculum registered by the State Education Department and to have completed the following courses and credit hours: liberal arts, 48; business subjects, 57 (including accounting, 24; commercial law, 6; finance, 6; economics, 6; and other business subjects, 15); and electives, 15. These requirements may be met by combining undergraduate work with the work offered in this School; but before this School will certify that a student has completed the above curriculum, it will require submission of official records in evidence thereof. Students who have not completed these requirements will not be certified to the New York State Education Department.

A student who plans to fulfill the academic requirements for the C.P.A. certificate (New York) should elect BPA 112, Governmental Accounting, and must complete the following program of courses in addition to BPA 300 and 301, Advanced Accounting:

| | 1st Term | 2d Term |
|------------------------------------------|----------|---------|
| 302. Cost Accounting..... | 3 | |
| 303. Cost and Budgetary Control..... | | 3 |
| 305. Tax Accounting..... | | 3 |
| 307. Auditing Procedure..... | 3 | |
| 308. Law of Commercial Transactions..... | | 4 |
| 309. Advanced Business Law..... | 4 | |

The professional accounting concentration requires adherence to a very rigid schedule during the student's two years in the School. Students should decide at the end of the first semester of the first year whether they wish to take the professional accounting concentration. In special cases, professional accounting students may be allowed to substitute other courses for BPA 108 and 202.

ACCOUNTING INTERNSHIPS . . . For students with outstanding records, accounting internships may be arranged during their second year of study. Internships involve approximately six weeks of work—for which students are reimbursed at approximately the rate for junior accountants—during the winter months with cooperating public accounting firms.

AGRICULTURAL MANAGEMENT (M.B.A.)

The *agricultural management* concentration is designed especially for students who have completed undergraduate programs in agriculture at Cornell or elsewhere, and who wish to pursue work in the fundamentals of business together with advanced study in agricultural management. For this purpose this School and the College of Agriculture have combined their resources. There are substantial opportunities in the agricultural industries for persons possessing this combined background.

In addition to the above, programs may be arranged—also within the agricultural management concentration—in the following fields of study: management of agricultural cooperatives, agricultural credit administration, agricultural marketing, and resources management. The potential combination of courses offered in this School and in the College of Agriculture that would satisfy the objectives in each of these special fields is too great to permit elaboration in this Announcement. More detailed information will be supplied on request addressed to the Administrative Aide to the Dean of this School.

BUSINESS MANAGEMENT (M.B.A.)

The program in *business management* is offered in recognition of the high premium which modern business places upon the skills of organizing, planning, coordinating, directing, supervising, analyzing, and evaluating. The growth in size of business enterprises, their complexity and specialization, the necessity for rapid and continuous adaptation in policies and methods, the recent trends toward decentralization in both decision making and operations—all place new emphasis upon the over-all knowledge and skills and upon the staff activities assisting in coordination and control. The concentration in business management will stress the administrative process as such, particularly in its policy making and in its unifying and coordinating functions.

The business management program is arranged to meet the needs of those students who look toward general rather than specialized careers, those who expect to operate businesses of their own, and those who are interested in such positions as staff assistants, management consultants, or general supervisors. The program is also designed for those students who prefer not to choose a field of specialization but to prepare themselves, through fundamental training, to assume responsibility and leadership in any business field in which they later find opportunities.

For the student who has not selected a particular field, this concentration offers

10 BUSINESS AND PUBLIC ADMINISTRATION

an opportunity to build a broad general program including advanced work in such major functional areas as marketing, production, accounting, finance, and personnel, and in general management, or in other related fields of study included in the School's curriculum or in the University at large. The program of courses will be selected by the student in consultation with his adviser.

FINANCE (M.B.A.)

The administration of financial affairs in business plays a critically important role in administration. It is essential, therefore, that the student of administrative processes possess a broad understanding of the function of *finance*, its mechanisms, and the operation of the financial system. Moreover, considering the intricate interrelationships between business and government in the realm of finance, it is equally essential that all students of finance understand something of the problems of both business finance and government finance.

The program in business finance presents an integrated treatment of the operational aspects of business and investment finance, the functions of financial institutions and capital markets, and the basic economic and legal framework of financial organizations. It is designed to meet the needs of students who look forward to specialized careers in the financial management of business and to careers in commercial, savings, and investment banking, in financial counseling, and in investment management.

HOSPITAL AND HEALTH ADMINISTRATION (M.B.A.)

The concentration in *hospital administration*, combined with the core work in general administration and management techniques, is designed to prepare the student for a career in hospital administration or related activity. Previous experience in hospitals or related agencies is helpful but not a requirement.

The general plan of this concentration is based on two years of work in residence, including short periods of field investigation and an administrative residency in the intervening summer.

The work in residence involves several modifications of the core program in business administration. The following core courses are *not* required of students in the hospital administration concentration: 106, Marketing; 107, Production.

The following courses are added to the core program for students taking the hospital administration concentration:

| FIRST YEAR | | 1st Term | 2d Term |
|------------------------------------------------------------------|--|----------|---------|
| 115. Health Needs and Services..... | | 3 | |
| 116. The Health Organization and Its Environment..... | | | 2 |
| 117. Health Economics..... | | | 2 |
| SECOND YEAR | | 1st Term | 2d Term |
| 450. Administrative and Organizational Developments in Hospitals | | 3 | |
| 452. Orientation to Clinical Medicine..... | | 3 | |
| 453. Legal Aspects of Hospital Administration..... | | 2 | |
| 454. Policy and Planning in Hospitals and Health Agencies..... | | | 3 |
| 455. Seminar on Health and Society..... | | | 3 |

INTEGRATED FIELD EXPERIENCE . . . Supplementing the academic work is a carefully planned and supervised program of field training designed to rein-

force the student's understanding of administrative principles and hospital management. Every effort is made to meet individual needs and to complement previous hospital or related experience.

1. **PRE-ENTRANCE HOSPITAL ASSIGNMENT.** This optional experience of one to three months ordinarily is arranged by the Sloan Institute in a hospital located in the vicinity preferred by the prospective student. It is of particular value for the individual who is unfamiliar with the hospital environment, as a preparation for the didactic program. This assignment may involve a salaried job or a shorter observation period.

2. **FIELD INVESTIGATION.** By a formal plan of affiliation, the diversified hospital plant of the central New York area along with the facilities of the New York Hospital and the Memorial Sloan-Kettering Cancer Center in New York City are utilized as a laboratory for the reinforcement of the teaching program. During the greater part of the two academic years, students make visits to hospitals for the investigation of specified areas of hospital policies, relationships, and procedures relating to the curriculum. Faculty members and hospital administrators jointly plan and supervise these series of visits.

3. **ADMINISTRATIVE RESIDENCY.** During the first year in the Graduate School of Business and Public Administration, the student completes the principal preprofessional courses as well as three introductory courses in the health field and in hospital administration. With this perspective, the student then spends three months during the summer in a hospital administration residency program under the guidance of a well-qualified administrator. The responsibility given the student will vary, depending on his previous experience; in any event, a systematic coverage of various phases of hospital operation, special administrative assignments, and attendance at administrative and medical conferences constitute some part of each student's experience. A stipend is usually provided, the question of board and room being dependent upon the particular arrangements made in each case.

4. **POSTGRADUATE EMPLOYMENT.** The degree is granted upon the successful completion of the second year. The graduate will have received a basic education in administrative theory and practice, business management skills, and hospital administration. This foundation will be coupled in some cases with previous education and experience of varying type and duration. Ideally, the first postgraduate employment will provide additional training, particularly in the technical aspects of hospital or health organization operation. During the second academic year, the Sloan Institute makes every effort to bring together prospective employers and degree candidates as an aid in obtaining mutually rewarding employment situations. Graduates of the program are now employed in university medical centers and in community hospitals, and also in government and regional hospital councils.

MANAGERIAL ECONOMICS (M.B.A.)

The concentration in *managerial economics* is designed for students interested in professional careers in economics in industry and government. Increasing opportunities for such careers are developing among the staffs of large industrial corporations, banks, insurance companies, merchandising firms, and foreign trade organizations, as well as within many departments of federal and state government.

Preparation in this area may stress either the qualitative or the quantitative approach to economic analysis. It is apparent, however, that both methods are involved in real problems of economic analysis, and general competence in both is needed not only for a concentration in managerial economics but also in the subject area of other concentrations, especially accounting, finance, marketing, and production.

QUALITATIVE APPROACH . . . With this emphasis, the student should have an undergraduate background in economic studies, particularly in economic theory. His graduate work will encompass an exploration of the changing economic environment of the business firm and the problems of government and of business in planning and adapting to economic growth, economic stability, and international security and leadership in the free world. The student may stress either the aggregative approach of government policy or the more selective approach of the private firm; and his course load will be adapted to his needs from offerings of other departments and schools of the University as well as this School.

QUANTITATIVE APPROACH . . . With this emphasis, the student should have some undergraduate work in mathematics as well as in economics and related fields. The object here is to provide the student with a high degree of competence in the utilization of mathematical and statistical tools in the analysis of economic problems either for general economic purposes or for decision making. Again, the varied resources of the University will be employed to fill the gaps in the student's background and to sharpen his understanding and skill in quantitative approaches.

Courses given in this School (BPA 400, 401, 402, and 403) are designed to stress topics not covered elsewhere in the University and to provide a basis of understanding that will permit the student to derive maximum value from more highly specialized courses offered elsewhere on campus. Some of these complementary interrelations of available course work are suggested in the following paragraphs.

BPA 400, built on the foundations of BPA 103 and 113, covers the statistical concepts given in Engineering 9360 and 9370 but in less detail, and it touches upon the groundwork of experimental designs which is supplemented by numerous applications in Agricultural Economics 240.

BPA 401 (Economics 856) is also an elective course for graduate students in economics who are interested in the mathematical approach. A graduate course in economic theory and knowledge of elementary calculus are its prerequisites. It can be taken concurrently with Economics 855, which deals with more classical approaches to mathematical economics.

In BPA 402 some of the topics presented in Engineering 9320 are discussed, but the managerial economics aspects are emphasized and a number of topics not treated in Engineering 9320 are covered. For more thorough treatment of some of the techniques presented in BPA 402, students may choose to take Engineering 9522 and 9523.

Courses in statistics offered in the University include Engineering 9570-9573; Industrial and Labor Relations 310, 311, 610 and 614; Mathematics 371, 472, 571-572, 671-672, 675-676, and 674. Plant Breeding 210-211 and 213-214. Other courses related to the quantitative approach to managerial economics include Agricultural Economics 208 and 215; Economics 855-856 and 895-896;

Engineering 9320, 9522, 9523, 9524, and 9525; and Industrial and Labor Relations 613. Students' attention is called to BPA 901, Introduction to Electronic Data Processing.

MARKETING (M.B.A.)

The responsibilities of the marketing sector of the economy are to encourage the consumption of goods and services and to provide for the orderly movement of these commodities through productive stages to ultimate consumption. The tremendous productive capacity of this country and the growing flow of new products from technical laboratories underline the importance of these responsibilities. Management defines markets, strengthens the sales organization and distributive channel in order to reach these markets, plans and administers promotional programs, and maintains close watch of customer requirements and competitor strategy to guide it in establishing pricing and product development policies.

The *marketing* concentration has been designed for students planning to accept positions in manufacturing sales organizations, retailing and wholesaling firms, and specialized facilitating agencies. Emphasis is placed upon current developments in the field, the close relationship between marketing and government and between marketing and other activities of the business enterprise, and the need for revising policies and methods to meet changing conditions.

PERSONNEL MANAGEMENT (M.B.A.)

The objectives of the concentration in *personnel management* are the following: (1) To develop an understanding of personnel administration as a management function and its relationship to other management activities; (2) to further an understanding of the policies, methods, and techniques utilized in the process of personnel administration and to have the students become familiar with sources of information relating to such activities; (3) to develop the capacity to analyze personnel problems, select the most effective means of dealing with them, and plan appropriate courses of action; (4) to have the students become familiar with current and future problems, trends, and research in the field of personnel administration and human relations and to understand their significance.

Courses and seminars in this field cover motivation, supervision, communications, selection, training, compensation, discipline, performance review, promotion, transfer, development, safety, and employee services and benefits.

In addition to increased opportunities for staff personnel specialists, line officials, including top management, are finding more and more need for knowledge of personnel management and human relations in getting results through others in sales, production, finance, engineering, accounting, and research.

The requirements for this concentration can be fulfilled by a program of courses selected with the approval of a student's adviser. Consideration will be given to the student's educational background, experience, and interests.

In addition to the courses and seminars in personnel management and human relations offered by this School, other courses are available from among the wide range of graduate courses in or related to personnel management in other divisions of the University, including the School of Industrial and Labor Relations.

14 BUSINESS AND PUBLIC ADMINISTRATION

For example, courses for graduate credit are available in collective bargaining, labor union history and administration, industrial training, labor market economics, industrial psychology, selection and placement, social security, wage and salary administration, job analysis, and human relations.

PRODUCTION (M.B.A.)

The organization and management of productive effort has been a constant challenge to business administrators since the beginning of the Industrial Revolution. During the last fifty years the rate of change in productive activity has accelerated rapidly. Dramatic progress has been made on the technical front as evidenced by the steady increase in worker productivity, culminating currently in such developments as automation and the use of electronic computers. The rise of the scientific management movement has marked an equally noteworthy development in the management of the technical aspects of production. At the same time the increasingly intricate relationships of government to productive processes have meant that more and more public administrators, particularly those involved in civil-military activities, are finding knowledge of productive processes essential.

Dramatic though these developments have been, there is a growing realization that the scientific management approach must be modified in order to meet more effectively the complex problems of today. First, we must find ways of integrating the findings of research in the human-relations area into the techniques of scientific management. In the second place, we need to develop more adequate methods of analysis and evaluation so as to improve the quality of production management decisions. Third, ways must be found for more effectively relating decisions in this area to the total administrative process involving the other major divisions of the enterprise. Finally, in order to deal competently with the increasing complexity of production decisions in the social, economic, and political climate in which business operates, it is important that we develop approaches that will be useful in this broader frame of reference.

Consequently, throughout the concentration in *production*, attention is focused on the importance of human relations, on the improvement of decision-making ability, and on the development of a broader point of view with respect to marketing, finance, accounting, and other internal activities on the one hand, and external influences on the other. Emphasis is placed on the development of administrative rather than technical abilities. Subject matter has been chosen with a view toward developing concepts and approaches which will be useful in the productive phase of any activity whether in a factory, a bank, a retail store, a clerical department, or from the point of view of the administration or control of production activities in military or civil public administration. In planning a concentration in production, the student is encouraged to select areas in closely related fields of activity which may be pertinent from the point of view of his objectives, in addition to appropriate courses in production, both in this School and in the College of Engineering.

QUANTITATIVE ANALYSIS (M.B.A.)

The concentration in quantitative analysis for managerial decision-making is designed to develop skill in the use of mathematics and statistics for solving managerial problems. The Department of Industrial Engineering and Adminis-

tration cooperates in the operation of this program and several courses are given jointly by the College of Engineering and this School.*

Developments since 1950 in quantitative techniques applied to administrative decisions have made it desirable for qualified individuals to study more extensively in the areas of operations research and administrative applications of computers. Those interested in accounting, finance, marketing, production, or managerial economics may find selected courses included in this concentration to be valuable complements to courses in their own concentration. Others will want to take the basic quantitative analysis concentration, supplementing the quantitative courses with others in a selected functional area (accounting, finance, marketing, etc.). The student choosing this concentration will be able to develop, with the assistance of his adviser, a program most suitable for his particular interests and abilities. In addition to the courses specifically listed in this Announcement, the student may elect courses in other departments of the University including the Departments of Mathematics and Economics. The University's computers will be available for use by students both for course work and approved research projects.

There is a prerequisite of a one-year course in calculus, and the student electing this concentration must complete the core courses for the M.B.A. or M.P.A. degrees except that satisfactory performance in Courses BPA 600 and BPA 601 may substitute for BPA 113, the required statistics course.

A typical program for a student selecting this concentration might include the following six courses:

- 600. Introduction to Probability Theory
- 601. Introduction to Statistical Theory
- 602. Introduction to Operations Research
- 901. Introduction to Electronic Data Processing
- 604. Analytical Methods of Operations Research
- 605. Integrated Operations Control

TRANSPORTATION AND PUBLIC UTILITIES (M.B.A.)

For students interested in careers in transportation or public utility enterprises, courses are offered, normally for second-year students, in the unique features of these activities. With respect to railroads, motor carriers, airlines, and shipping firms, emphasis is placed on the features of pricing, service, operations, organization, finance, and public policy peculiar to each. With respect to electric and other utilities, work on the complexities of regulation and rate making is offered. There is ample opportunity to take advanced work in supporting business subjects.

SPECIAL (M.B.A.)

In appropriate circumstances, a second-year student will be permitted to complete a *special* concentration under the supervision and guidance of a faculty committee.

A special concentration will normally include from 15 to 21 hours of work during the second year, in addition to the required hours of second-year core

* The Department of Industrial Engineering and Administration also gives a Master of Science degree for more specialized work in the areas of statistics and operations research than is offered by this School. This work is fully described in literature of the College of Engineering.

courses. These 15 to 21 hours may include approved courses in this School or elsewhere in the University, special reading or research courses, and possibly a research project to be carried out in the field. The program will be devised to fit the needs of the student and the requirements of the selected field of study. Satisfactory performance may be tested by special reports and general examinations (oral and written) as well as by course records. Credit allowed for work accomplished outside formal scheduled courses will be determined by the faculty committee as approved by the Dean.

PUBLIC ADMINISTRATION

The expanding role of government during the last three decades has added immeasurably to the dimensions and opportunities in public administration. What was once largely a task oriented to domestic problems has become international in scope, embracing almost all aspects of life.

The School's program in public administration is based upon this important role of government in modern life, the rise of the career public service, and the consequent demand for trained administrators at all levels of government. The M.P.A. curriculum is intended for students who seek careers in local, state, federal, or international agencies, or a combination of these. It prepares for performance in policy and program areas as diverse as urban development or overseas economic and technical assistance, or in management areas like finance and budget analysis or personnel management. It is also a basis for work with private enterprise in the management of its relations with government, or with government in its relations with business.

Expressed in general terms, the educational foundation for responsible public leadership includes knowledge and abilities similar to those outlined previously for business (p. 7). There is, however, an appropriately greater emphasis on politics, public law, and the formulation of public policy, and there is less emphasis on the productive and distributive processes found in manufacturing and marketing. The School endeavors to develop both the student's knowledge and competence in the processes of administration and his knowledge and understanding of public policy itself. While providing for considerable work in depth, the program is nevertheless primarily concerned with the development of public administrators with a broad understanding of both management and public affairs.

As candidates from a wide variety of disciplines and experiences are encouraged to enroll, a particular effort is made to devise individual programs for each student. Special programs recently undertaken by M.P.A. students have been in resources management, Southeast Asian public administration, and operation of publicly owned enterprises. Other concentration possibilities are outlined in the sections to follow.

Basic Program in Public Administration

The first year is devoted largely, although not entirely, to required courses designed to provide in an integrated manner certain essentials of good management and administration. There is but one required course in the second year. Students with little or no prior work in political science, however, will be expected to supplement their program with some of the many offerings in this field given by the School or elsewhere in the University.

FIRST YEAR

1st Term 2d Term

| | | |
|----------------------------------------------------|---|-----|
| 100. Introduction to Administration..... | 3 | |
| 101. Personnel Management and Human Relations..... | | 3 |
| 102. The American Economy..... | 3 | |
| 103. Managerial Economics..... | | 3 |
| 110. Principles of Accounting..... | 3 | |
| 112. Governmental Accounting..... | | 3 |
| 113. Introduction to Managerial Statistics *..... | 3 | |
| 201. Information Sources in Administration..... | 2 | |
| Administrative Law †..... | 3 | |
| Electives | | 6-9 |

SECOND YEAR

1st Term 2d Term

| | | |
|-------------------------------------------|-------|-------|
| 202. Business and Public Policies † | | 3 |
| Electives | 15-18 | 12-15 |

* Not required of students taking 600, Introduction to Probability Theory and 601, Introduction to Statistical Theory.

† Alternatives are available in the Department of Government and in the Law School. Not required of foreign students.

‡ Alternately, students may satisfy the requirement by taking both 376, Business Policy and Economic Instability and 377, Competitive Behavior and Public Policy, three hours each.

Courses in functions such as public finance and personnel, organization and systems analysis, and supply and procurement are not required. However, a student is normally requested to take, at some suitable point in either year, as many of these in which he may be deficient as are directly related to his career plan. In addition, a general seminar in problems of politics and public administration is usually taken to complement the required second-year courses.

Building on the foundation described above, each second-year student will fulfill the requirements of a concentration, to be determined no later than the beginning of the second year. The student's concentration program is determined in consultation with his adviser after consideration of his background, interests, and abilities. For example, the prospective city manager may include work in urban administration, finance, accounting, personnel, management analysis, city planning, and, perhaps, a special area such as urban renewal. A concentration in general "public administration and policy" may emphasize either civil or military institutional and policy problems. A student with political science or economics as an undergraduate major and interested in overseas assistance programs may elect the international and foreign concentration, together with suitable work in comparative government, international law and politics, and area studies as available in other divisions of the University. The student with adequate preparation may also focus his program on the use of mathematical techniques in decision making.

The course requirements for the concentration in hospital administration differ slightly from the above with respect to both the first and second years. Additional information on this and other suggested concentrations is given in the next section entitled "Concentrations in Public Administration."

Concentrations in Public Administration

AGRICULTURAL POLICY AND MANAGEMENT (M.P.A.)

The concentration in *agricultural policy and management* is designed especially for students who have completed undergraduate programs in agriculture

at Cornell or elsewhere, and who wish to pursue work in the fundamentals of public administration together with advanced study in governmental agricultural policy and programs. For this purpose this School and the College of Agriculture have combined their resources. There are substantial opportunities in the agricultural industries and in governmental agencies for persons possessing this combined background.

In addition to the above, programs may be arranged—also within the agricultural management concentration—in the following fields of study: management of agricultural cooperatives, agricultural credit administration, governmental agricultural policy and administration, and resources management. The combination of courses offered in this School and in the College of Agriculture that would satisfy the objectives in each of these special fields is too great to permit elaboration in this Announcement. More detailed information will be supplied on request addressed to the Administrative Aide to the Dean of this School.

CITY MANAGEMENT (M.P.A.)

A concentration in *city management* is offered for the student who is preparing for a career service as a professional city manager, or a chief administrative officer, and who comes preferably with an undergraduate background in engineering, economics, government, or business administration.

A student electing this concentration will pursue during his first year substantially the same basic program as other students but with the option of two or three additional courses. In the second year he can select from a wide range of courses offered in this School, the College of Architecture, the College of Engineering, and the Law School. A typical second-year program will include six hours in BPA 553, Municipal Finance Administration, and BPA 554, Seminar in Urban Government and Administration, three hours of BPA 202, Private Enterprise and Public Policy, and a minimum of 21 additional hours. Courses which should receive the student's consideration are listed below.

| | 1st Term | 2d Term |
|-----------------------------------------------------------|----------|---------|
| 108. Politics and Political Power..... | | 3 |
| 112. Governmental Accounting..... | | 3 |
| 428. Governmental Fiscal Management..... | 3 | |
| 430. Investment in Government Securities..... | | 3 |
| 501. Public Personnel Management..... | | 3 |
| 553. Municipal Finance Administration..... | 3 | |
| 554. Seminar in Urban Government and Administration..... | | 3 |
| 900. Management Surveys and Analysis..... | 3 | |
| History of City Planning (Arch. 701)..... | | 3 |
| Principles of City and Regional Planning (Arch. 710)..... | 3 | |
| City Planning Administration (Arch. 721)..... | | 2 |
| Legal Aspects of Planning (Arch. 723)..... | | 2 |
| Planning Analysis (Arch. 730)..... | 3 | |
| Seminar in Urban Renewal (Arch. 751)..... | | 2 |
| Seminar in Regional Planning (Arch. 760)..... | 2 | |
| Traffic Engineering (Eng. 2626)..... | 3 | |
| Environmental Sanitation (Eng. 2509)..... | 3 | |
| Taxation (Agr. Econ. 138)..... | 3 | |
| Local Government (Law 86)..... | | 2 |

FINANCE (M.P.A.)

The management of financial affairs in government plays a critically important role in administration. It is essential, therefore, that the student of administrative processes possess a broad understanding of the function of *finance*, its mechanisms, and the operation of the financial system. Moreover, considering the intricate interrelationships between business and government, it is equally essential that all students of finance understand something of the problems of both business finance and government finance.

Specialization is offered in public finance administration for those planning careers as financial consultants or management counselors working with public bodies. High-caliber, well-trained specialists are needed at all levels of government. This functional field includes a wide range of related areas: public budgeting, governmental accounting and auditing, purchasing, debt administration, inventory and property controls, tax administration, and financial reporting.

HOSPITAL AND HEALTH ADMINISTRATION (M.P.A.)

Students concentrating in hospital administration may elect either the M.B.A. or M.P.A. program. With a few exceptions, the course requirements are the same. Please consult page 10 of this Announcement.

PERSONNEL MANAGEMENT (M.P.A.)

The concentration in *personnel management* is designed for students interested in the organization and operation of public personnel systems, including the essentials of personnel policy and a systematic consideration of techniques of employment, training, classification, compensation, and employee relations. Problems, programs, and policies of state, federal, and municipal organizations are given consideration. Students have the opportunity to become familiar with sources of information related to personnel management in both public and private enterprises. Through research projects and seminars, opportunities are provided for analyzing personnel problems and planning appropriate courses of action.

In addition to increased opportunities for staff personnel specialists, line officials, including top administration, are finding greater need for knowledge of personnel management in getting results through others.

The requirements for this concentration can be fulfilled by a program selected with the approval of a student's adviser. Consideration will be given to the student's educational background, experience, and interests.

In addition to the courses and seminars in personnel management and human relations offered at this School, other courses are available from a wide range of graduate courses in or related to personnel management in other divisions of the University, and especially in the School of Industrial and Labor Relations. For example, courses for graduate credit are available in labor union history and administration, labor market economics, selection and placement, collective bargaining, social security, wage and salary administration, and human relations.

PUBLIC ADMINISTRATION AND POLICY (M.P.A.)

The *public administration and policy* concentration is designed for those who wish a broad understanding of public administration such as might be appro-

priate for students desiring to enter the public service through the Federal Service Entrance Examination, the New York State Public Administration Internships Examination, and the Foreign Service Examination, as well as for those planning to enter the joint program in administration and law, described elsewhere in this Announcement. This concentration is also suitable for a student with undergraduate training in a technical subject such as engineering.

The public administration and policy program is based upon the foundation laid in the first year of core work and will provide the student with more advanced, though still broadly oriented, work in program operations of government at the international, federal, state, or local levels as well as advanced work in the important functional areas of personnel and civil service procedures, public budgeting and fiscal management, and organization and methods work. Those who wish to emphasize a particular institutional framework may wish to consider either the federal or the international administration options in this concentration, or the city management concentration described elsewhere.

Students in the public administration and policy concentration would be expected to follow a program consisting of a combination of (1) course work in certain general functional areas such as personnel and finance, and (2) course work in the operations of one or more levels of government. Therefore, while combinations of relevant work other than those listed below may be taken with the approval of the student's adviser, it is recommended that the student plan to complete, during his first and second year, the following courses as well as appropriate work in one of the three options outlined below:

| | <i>1st Term</i> | <i>2d Term</i> |
|--------------------------------------------|-----------------|----------------|
| 428. Governmental Fiscal Management..... | 3 | |
| 501. Public Personnel Management..... | | 3 |
| 556. Seminar in Public Administration..... | 3 | |
| 559. Supply and Materiel Management..... | | 3 |
| 900. Management Surveys and Analysis..... | 3 | |

GENERAL PUBLIC ADMINISTRATION OPTION . . . Students wishing to continue in a broad approach to public administration will, in addition to the course work outlined above, normally complete at least 9 hours selected from among Course 551, American Operations Abroad; Course 552, Comparative Public Administration; Course 553, Municipal Finance Administration; Course 554, Seminar in Urban Government and Administration; and Course 555, Federal Administration.

FEDERAL ADMINISTRATION OPTION . . . In addition to the five courses outlined above, this option normally involves completion of Course 555, Federal Administration, together with 6 hours of additional work selected with the approval of the student's adviser. Such work may be selected from among, for example, Course 430, Investment in Government Securities; Course 557, Seminar in Military Management and Civil-Military Relations; Course 575, Transportation: Rates and Regulations; Course 576, Transportation: Organization, Administration, and Public Policies; Course 901, Administrative Applications of High-Speed Computers; Course 902, Seminar in Organizational Theory and Behavior; Government 216, The American Presidency; Agricultural Economics 138, Taxation; or Agricultural Economics 502, Federal Public Finance.

INTERNATIONAL AND FOREIGN OPERATIONS OPTION . . . In addition to the five courses outlined above, this option normally involves completion of Course 551, American Operations Abroad, together with 6 hours of additional

work selected with the approval of the student's adviser. Such work may be selected from among, for example, Course 351, Comparative Business Administration; Course 552, Comparative Public Administration; Course 902, Seminar in Organizational Theory and Behavior; course work in international economics in the Department of Economics in the College of Arts and Sciences; work in comparative government and political theory or international law and politics in the Department of Government in the College of Arts and Sciences; work in comparative labor relations and social legislation in the School of Industrial and Labor Relations; or appropriate work in the Departments of Sociology and Anthropology in the College of Arts and Sciences.

OTHER PROGRAMS . . . The student may, of course, use his electives to supplement either the breadth or depth of his administrative understanding. In so doing, he is encouraged to consider work oriented toward business administration as well as public administration. This is particularly recommended for those anticipating careers in the regulatory commissions or other agencies having close relationships with the industrial, commercial, or agricultural communities. In addition, the student may wish to consider supplementary work in economics either in this School or in the Department of Economics in the College of Arts and Sciences, or appropriate advanced work elsewhere in the University.

For more specialized programs in public administration the student should consider the opportunities outlined under the concentration headings of agricultural management, city management, finance, hospital administration, personnel management, and transportation. In addition, under the "special" concentration heading, it is possible for the mature student to take advantage of unusual combinations of work available through both this School and other Cornell departments and to develop an integrated program tailored to his special interests.

TRANSPORTATION AND PUBLIC UTILITIES (M.P.A.)

See the statement for M.B.A. candidates, page 15.

Students interested in the administration of publicly owned transportation systems and utilities or in public policy and public regulation of private utilities will find the offering in this area of interest. They will be expected to take a substantial amount of supporting work in the area of public administration.

SPECIAL (M.P.A.)

In appropriate circumstances, a second-year student will be permitted to complete a *special* concentration under the supervision and guidance of a faculty committee.

A special concentration will normally include from 15 to 21 hours of work during the second year, in addition to the required hours of second-year core courses. These 15 to 21 hours may include approved courses in this School or elsewhere in the University, special reading or research courses, and possibly a research project to be carried out in the field. The program will be devised to fit the needs of the student and the requirements of the selected field of study. Satisfactory performance may be tested by special reports and general examinations (oral and written) as well as by course records. Credit allowed for work accomplished outside formal scheduled courses will be determined by the faculty committee as approved by the Dean.

ADMINISTRATION AND LAW

The objective of this program, organized by joint action of this School and the Cornell Law School, is to provide, in four years, professional training in both administration and law. This may be done without sacrifice of the high standards of both schools, and without omitting any part of the necessary preparation for the bar examinations.

Through this program a student may obtain the degrees of M.B.A. or M.P.A. and LL.B. in four years instead of in the five years which would be required if each program were taken separately. For the undergraduate at Cornell, who in his senior year double-registers in an undergraduate college and the Graduate School of Business and Public Administration, this program will permit him to receive the undergraduate degree and the two professional degrees in a total of seven years. This program thus offers to the individual student the opportunity to pursue several avenues of professional growth, rather than one. The opportunities flowing from this flexibility are numerous. Traditionally, the law and administration, both public and private, have been closely related; and there are many specialized fields, such as accounting and transportation, in which a blend of legal and administrative talent is invaluable.

A student, to be admitted to the full joint program, must meet the admission requirements of both schools. He should apply for admission to both schools and be accepted by their respective admissions committees prior to entrance into the first year of the program. A student who may wish to enter the program after starting his residence in the Graduate School of Business and Public Administration should discuss his plans or problems with both schools as soon as possible. However, no assurance can be given that such a student will be permitted to undertake the joint program.

Because of the intensive nature of the program, it is expected that a student double-registering in an undergraduate college at Cornell and in the Graduate School of Business and Public Administration be entirely clear of any specific undergraduate course requirements during his first year in this program.

The joint program is made possible because of the close relationship between the work of the two schools in certain respects. The general plan of the joint program is as follows:

(1) In the first year the student will register in the Graduate School of Business and Public Administration and will take all his work in that School. The courses taken will consist primarily of the core program of that School (except for any law courses) together with such electives as are desirable and feasible in connection with the student's eventual concentration.

(2) In the second and third years the student will register in the Law School while remaining double-registered in the Graduate School of Business and Public Administration. In the second year, the student will take the full first-year program of the Law School. In the third year, he will complete his work for the M.B.A. or M.P.A. degree by taking a minimum of six hours a term of courses in the Graduate School of Business and Public Administration, and in addition the required minimum work per term in the Law School. At the end of the third year, if the student's work is satisfactory, he will receive the degree of M.B.A. or M.P.A.

(3) The fourth year will be spent entirely in the Law School, and the degree of LL.B. will be awarded upon satisfactory completion of that School's work.

PROGRAM FOR THE DEGREE OF DOCTOR OF PHILOSOPHY

GENERAL

IN ADDITION to offering work leading to the professional degrees of M.B.A. and M.P.A., the School, acting as a field of the Graduate School of Cornell University, makes available a program of study leading to the degree of Ph.D. in business and public administration. No M.A. or M.S. degrees are awarded in this field. This program may be entered directly upon receipt of the Bachelor's degree, or more usually upon award of the M.B.A., or M.P.A., or other appropriate Master's degree. As with all general degrees awarded at Cornell, the requirements are set by the faculty of the Graduate School. A prospective student should therefore study the *Announcement of the Graduate School* carefully.

The professional degrees of M.B.A. and M.P.A. involve the study and mastery of certain materials which are deemed to be useful in pursuing careers in the business and public services. On the other hand, the Ph.D. program in this field, as in others, is designed to prepare students for careers in teaching and research. A student is expected to explore various aspects of the subject in much greater depth than is possible in the professional degree programs, to demonstrate his mastery in written and oral examinations, and also to write and defend a thesis. Accomplishment is judged, not primarily by the fulfillment of assigned courses, but rather by the development of that depth of understanding essential to the advancement of knowledge. Course credits as such are not accumulated, but a student must expect to complete such study program as his special committee may require.

The requirements of the Graduate School may be briefly stated here. A candidate must select a major subject in this field, and two minor subjects from this field or some other, in accordance with the listing of subjects in the *Announcement of the Graduate School*. He must also select appropriate faculty members to represent these subjects. Ordinarily the thesis is prepared under the direction of the professor representing the major subject. A minimum of six terms of full-time residence is required beyond the Bachelor's degree, but under certain circumstances credit may be received in whole or in part for graduate work done elsewhere or for the M.B.A. or the M.P.A. degree. The student must also pass a qualifying examination, which is ordinarily given in the first year of residence, a general examination on his subjects, and still another on his thesis and related matters. He must also demonstrate a reading knowledge of two languages containing significant literature appropriate to his interest other than that in which he did his undergraduate preparation. For English-speaking students, French, German, and Russian are automatically accepted, but under some conditions others may be substituted. The thesis must be an acceptable contribution to knowledge, and must be in a form suitable for publication, either in print or by microfilm.

SUBJECTS

The approved major and minor subjects offered by this field are as follows:

Major and minor subjects

business administration
public administration
managerial economics
organizational theory and behavior

Minor subjects only

finance and accounting
marketing
production
hospital administration

A candidate majoring in this field must therefore select his major from among the four broad subjects on the left above. He may select his minor from among the remaining subjects. He is, however, often encouraged to select a minor from among appropriate outside fields (see the *Announcement of the Graduate School*). Among the fields from which students frequently select are economics, government, sociology, industrial and labor relations, city and regional planning, agricultural economics, and industrial engineering and operations research. Attention is called to the remarkably wide range of choice available at Cornell. A student should also note that to do graduate work in this or other fields he must have suitable preparation, lacking which he will have to make up the deficiency.

A description of each of the major fields follows:

BUSINESS ADMINISTRATION

This subject embraces comprehensively the relationship of business enterprise to its economic, political, and social environment, and the art of administering such organizations, both in the primary functional areas of marketing, finance, production, personnel, and control, and more importantly in the making and execution of policy. A candidate is expected to demonstrate substantial knowledge of the pertinent patterns, problems, and literature of the subject as a whole.

PUBLIC ADMINISTRATION

A broad interdisciplinary approach to public administration will be required. Not only the study of governmental policies, policy formulation, power relationships, administrative behavior, basic management functions such as personnel and finance, and the broad environment of public affairs, but also competence in bureaucratic and organizational theory and in the methods of the social sciences will be expected.

MANAGERIAL ECONOMICS

This subject involves economic analysis of the economy generally, of industries, and of the firm, primarily from the point of view of determining policy. A candidate is expected to be well grounded in economic theory, and in one or more special areas, such as international economic relations, money and banking, transportation, and business cycles. He should have a comprehensive knowledge of economic institutions and public policies. Quantitative approaches are increasingly important.

ORGANIZATIONAL THEORY AND BEHAVIOR

Work in this subject focuses on social and behavioral science approaches to the study of human activity in organizational settings. The major concern is with regularities, differences, and relationships in human behavior directed toward purposive ends. Systematic observation, theoretical analyses, and empirical investigation are stressed. A fundamental grounding in at least one of the social sciences is expected of majors. Majors without grounding in the literature and practices of general administration in an institutional setting must take one minor in such an area.

A further aspect of the degree requirements should be noted. Since the Ph.D. degree denotes broad study and understanding, a major in this field is expected to become reasonably grounded in the literature and practices of professional management and in the primary features of the institutional setting appropriate to his interest, e.g., business or government. He will also be expected to become competent in the use of quantitative methods, such as accounting and statistical analysis, and in the research methodology appropriate to his interests.

ADMISSION

Applications for admission, including supporting documents, should be made on the forms of the Graduate School, and should be sent to that School. They should clearly indicate in the appropriate place a major interest in the Field of Business and Public Administration. An application is then referred to the Committee on Advanced Degrees of this field for consideration, but all formalities, it should be noted, are completed by the Graduate School.

All applicants, both from the United States and abroad, are required to take the Graduate Record Examination (Aptitude Test) or the Admission Test for Graduate Study in Business. These tests are given from time to time in many centers in the United States and abroad. For information, prospective candidates should address the Educational Testing Service, 20 Nassau Street, Princeton, New Jersey, as soon as possible.

In considering admissions and financial aids, the committee is interested in both suitability of preparation for Ph.D. work in the indicated subjects and in the prospects for successfully completing such work. In general, students without prior substantial work in the appropriate disciplines and in the institutional environment should take a professional degree first or otherwise remedy the deficiency. Students having strong undergraduate preparation in one or more of the social sciences will be able to proceed directly to graduate work in this field, but should plan to remedy any deficiencies with respect to the various aspects of administration. Likewise, those coming from programs in business or public administration may also be prepared to do graduate work, but may have to develop an adequate foundation in the social sciences. Thus, while preparation for graduate study in important segments of the student's program is essential, the possession of a Master's degree, though common, is not essential.

In reaching its decision, the Committee on Advanced Degrees is much influenced by the quality of an applicant's academic record, the suitability of his prior work for the intended program, the opinions expressed in the letters of recommendation, the honors, and achievements already secured, the career objectives of the candidate, and the test scores.

Students contemplating taking the M.B.A. or M.P.A. degree prior to undertaking doctoral work should note that under certain conditions a transfer of residence credit toward the Ph.D. degree is possible. Such transfer is granted by the Graduate School on recommendation of a student's special committee after matriculation, and is by no means automatic. Ordinarily two terms of residence credit may be expected for a four-term professional Master's program completed with a satisfactory record. However, candidates for the M.B.A. or M.P.A. degrees at Cornell may, if the School is advised during the first year, be placed under the direction of a special committee and in a more research-oriented program than that normally followed; in such cases they may receive 3 terms of residence credit for satisfactory completion of such a professional program. Such a program will involve both the writing of a Master's thesis and a comprehensive oral and written examination.

Financial Aids

The School has limited funds available for the support of Ph.D. candidates in the forms of fellowships and assistantships. These are awarded on a competitive basis to both new and continuing candidates. Renewals of grants once made depend on both student performance and budgetary appropriations. In general, however, every effort is made to see to it that deserving and needy students are able to complete their programs, provided that this is accomplished within a reasonable time.

In addition a small number of University fellowships and scholarships are available. Competition for most of these is intense, and nomination by one of the fields of the Graduate School is required to enter the competition.

Further information on financial aids may be secured by writing to the Director of the Doctoral Program, Graduate School of Business and Public Administration, Cornell University, Ithaca, New York.

DESCRIPTION OF COURSES

In addition to the courses listed below, many appropriate courses given in other divisions of the University are open to students in the School. The wide range of work offered at Cornell University makes it possible for students to elect courses bearing directly on special areas of interest such as economics, government, labor relations, production management, agricultural problems, and food and nutrition.

A numerical index of courses is given on pages 63-64.

REQUIRED COURSES

100. INTRODUCTION TO ADMINISTRATION. First term. Credit three hours. Messrs. LODAHL, FLASH, and staff.

Theory and research findings from the various social sciences are focused on the understanding of human behavior in organizations, on the assumption that such an understanding is central to the analysis of administrative problems. Aspects of organization structure—specialization, hierarchy, authority, status—are examined from the point of view of theories of bureaucracy, the predominant modern form of organization. The dynamics of organizational behavior relevant to administration are then dealt with: decision making, communication and control, social structure of work groups, and leadership and supervision. Finally, general issues regarding the organization in society are raised: the social context of organizations, historical development of organizations and the comparative view, conflict and bureaucracy, problems of organizational change, and future dilemmas in organizational practice. The course is presented in lectures and discussions, and through readings from the relevant literature. Directed field work will form the basis for a term paper.

101. PERSONNEL MANAGEMENT AND HUMAN RELATIONS. First and second terms. Credit three hours for one term only. Mr. Brooks.

A basic graduate course covering the principal personnel functions, the organization for personnel administration, and the relationship of personnel to other administrative functions. Industrial personnel problems are emphasized, though some attention is given to personnel problems in governmental and other types of administration.

102. THE AMERICAN ECONOMY. First term. Credit three hours. Messrs. DECHAZEAU, McADAMS, and MORRISON.

Particular attention is given to the nature of those forces contributing to the maintenance of high levels of employment and prosperity, and to those causing periodic economic dislocation. Emphasis is placed also on the effects of changing monetary and fiscal policies on the business sector of the economy, and the tools and techniques required by the businessman to appraise the impact of such changes.

103. MANAGERIAL ECONOMICS. Second term. Credit three hours. Messrs. DECHAZEAU, McADAMS, and MORRISON.

The purpose is to explore the ways in which economic approaches to problem situations and economic analyses of data, internal and external to the firm, may be employed to assist management in the decision-making process. Emphasis is placed on the identification of emergent economic problems in the conduct of the organization, the setting of appropriate criteria for the appraisal of feasible alternative solutions or the reappraisal of actions taken or policies followed, and the selection, assembly, and analysis of economic, accounting, and financial data which are relevant to the alternatives under consideration.

While considerable use is made of case material and of quantitative data, including the statistical analysis of such data and their effective presentation, the primary stress is on qualitative and conceptual approaches, not on mathematical method. And although the private business firm and its competitive environment are focal areas of study, the application to public agencies will be noted and may be further explored with students concentrating in public administration. Particular attention is given to short- and long-run analyses of production and financial costs, of demand factors, and of competitive and growth trends as guides in the improvement of performance, the formulation of price policies, the direction of the use of resources, and the determination of

28 BUSINESS AND PUBLIC ADMINISTRATION

capital budgets. Students should have adequate training in the principles of economics and should be conversant with basic statistical methods.

104. FINANCE.* Second term. Credit three hours. An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention will be given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are discussed.

106. MARKETING.* First term. Credit three hours. Messrs. RATHMELL and HUGHES.

Initially, the basic structure of the marketing sector is presented; need for precision in concepts, terminology, and descriptive data is stressed. The dynamic nature of marketing is set forth through a business game in which teams of students make decisions in a competitive market setting over time. The following topics then are considered: economics and psychology of demand; channels of distribution; tools of marketing management; planning marketing activities; basic functions of marketing in the firm; regulation, social responsibilities, and ethical considerations in marketing. The course concludes with comprehensive cases designed to apply all of the foregoing to actual business situations.

107. PRODUCTION.* Second term. Credit three hours. Mr. GILMORE.

The importance of basing administrative decisions in the production area on a knowledge of operating problems and difficulties is stressed. The course has two main parts: first, preparation for manufacture, wherein choice of method, organization of work place and the use of standards, and layout of process are considered; and second, developing bases for operating control, which deals with production control, quality control, and wage administration and incentives. The case method is applied throughout the work and is supplemented by technical notes and suggested reading where problems require technical background.

* Required in Business Administration only. hours. Mr. NILSSON.

108. POLITICS AND POLITICAL POWER.* Second term. Credit three hours. Mr. VAN RIPER.

Designed to provide a framework for the analysis of government and politics within, though not limited to, the American environment, from the standpoint of one who must concern himself with politics in or on behalf of his governmental agency or business concern. Emphasis is placed on basic political issues, pressure groups, the political decision-making process underlying governmental action, the basic structure and rationale of government at various levels, and the problem of political power. In addition to American political institutions, some attention is given to parliamentary systems and to comparisons and contrasts of democratic theory and concepts with those of socialism and communism.

110. PRINCIPLES OF ACCOUNTING. First term. Credit three hours. Messrs. THOMAS and BAKER.

Development of principles and procedures underlying general financial statements. Varieties of financial transactions are studied and alternative accounting treatments are analyzed for recording of sales, purchases, depreciation of long-lived assets, inventory, stockholder's equity, and bonds. An intensive review of compound interest (time discounting of money) is undertaken in connection with bonds. After the techniques of recording transactions have been studied, the tools for analysis of financial statements are introduced, i.e., the uses and limitations of ratios and other quantitative measures. This analysis leads to a study of financial reports available to investors, including consolidated income and position statements and funds statements. Emphasis is directed to the development and use of financial information for broad managerial purposes or for use by other interested persons. This course (in conjunction with BPA 111) does, however, serve as preparation for the advanced accounting courses for students desiring to continue their accounting education.

110S. PRINCIPLES OF ACCOUNTING. First term. Credit three hours. Mr. BAKER.

Analytical development of principles and procedures underlying financial statements—the accounting cycle. Primary emphasis is directed to the analysis of business transactions and the financial information afforded thereby. *Course 110S is offered specifically for undergraduates. Not open to M.B.A. and M.P.A. candidates.*

* Required in Business Administration only.

111. MANAGERIAL ACCOUNTING.* Second term. Credit three hours. Messrs. THOMAS, BIERMAN, and BAKER.

Concentrates on accounting information useful for managerial action. The subjects covered include classifications of costs, manufacturing overhead analysis, job order, process, and standard costs systems, variance analysis, inventory control, budgeting, break-even analysis, variable (direct) costing, cost control reports, distribution cost analysis, retail inventory valuation problems, capital budgeting, measuring performance, and accounting problems resulting from a changing price level (including common dollar accounting). The objectives are to build skills in preparing accounting information, to develop an ability to recognize the uses and limitations of the accounting information available to management, and to apply the information in decision situations.

112. GOVERNMENTAL ACCOUNTING.* Second term. Credit three hours. Mr. HILLHOUSE.

Governmental accounting contrasted with commercial and institutional accounting; problems in fund and budgetary accounting; analysis of state and municipal financial statements for managerial and for investment purposes; accounting for municipal utilities; cost accounting in public management; developments and problems in federal accounting. *Prerequisite:* Course 111 or consent of instructor.

113. INTRODUCTION TO MANAGERIAL STATISTICS. First term. Credit three hours. Mr. BIERMAN.

Descriptive statistics including measures of central tendency, dispersion, and association. Elementary theory of probability. Sampling distributions of proportions, means, and variances. Logic of testing hypotheses and estimation. Simple linear regression. Applications of statistical reasoning to making managerial decisions.

Note: Courses 600, Introduction to Probability Theory and 601, Introduction to Statistical Theory may be taken in place of 113.

200. BUSINESS POLICY FORMULATION.† First term. Credit three hours. Mr. GILMORE.

The purpose is to integrate the M.B.A. program by focusing attention on the job of top management. Major aspects of the administrative process as applied at the top management level are considered, such as sizing up

the situation of the company as a whole; determining objectives and planning programs of action; setting up the organization and launching the program; controlling execution of plans; and reappraising objectives. The course centers on taking action in a number of administrative situations described in cases. Periodic reports and examinations requiring top management decisions test the student's capacity to apply what he has learned during the preceding year's work. Particular attention is paid to developing analytical ability, reaching reasoned conclusions, marshaling evidence, preparing convincing reports, and refining judgment. *Prerequisite:* Completion of first-year required courses for the M.B.A. degree or consent of instructor.

201. INFORMATION SOURCES IN ADMINISTRATION. First term. Credit two hours. Faculty.

An introduction to the wide range of published and nonpublished sources of management information, with the emphasis upon an appraisal of key publications and bibliographical tools. Training is offered in the methods and techniques of locating factual, authoritative data on the administrative process and the specialized subject fields, and means are suggested for interpreting and applying the information toward the solution of specific problems.

202. BUSINESS AND PUBLIC POLICIES. Second term. Credit three hours. Mr. HUTCHINS.

An integrating study of the interrelations among business organizations, governments, and individuals. Attention is given to the analysis of some important public policies impinging on business and to the problems of exercising socially-responsible business leadership in American society. Management and the individual: the philosophy of the business system. Management and the organization: problems of posture and practices. Management and rivals: problems of monopoly and competition and of their control. Management and customers: promotional practices and the public interest. Management and public services: the unique problems of businesses affected with a public interest. Management and the national defense: the unusual problems of enterprises entrusted with radical innovation and technical development. Management and special public objectives: the use of subsidies to promote public purposes. Management and the public finances: problems in public expenditure and taxation. Management and World affairs: foreign trade, investment, and the international problems of the United States. Lectures and cases.

* Required in Public Administration only.

† Required in Business Administration only.

ELECTIVE COURSES

Accounting

300. ADVANCED ACCOUNTING. First term. Credit three hours. Mr. BAKER.

Problems of income determination and allocation; the admission, valuation, and presentation of each typical asset and equity element in a balance sheet and the related revenue and expense aspects; analysis and interpretation of financial statements according to varying philosophies; special topics—sinking funds, special reserves, and operating schedules. *Prerequisite:* Course 111 or consent of instructor.

301. ADVANCED ACCOUNTING. Second term. Credit three hours. Mr. BAKER.

Accounting for partnerships; consignments; branch and home office relationships; insurance; consolidated statements; foreign exchange; estates and trusts; reorganizations; realization and liquidation proceedings. *Prerequisite:* Course 300 or consent of instructor.

302. COST ACCOUNTING. First term. Credit three hours. Mr. BIERMAN.

Basic cost classifications and records; analysis of manufacturing cost components—material, labor, and burden. Job order and process cost systems. Cost reports for management. The use of budgets and cost analyses to aid management to minimize manufacturing, distribution, and administrative costs. Particular emphasis is given to standard cost systems and flexible budgets as tools for cost control. *Prerequisite:* Course 111 or equivalent.

303. COST AND BUDGETARY CONTROL. Second term. Credit three hours. Mr. BIERMAN.

Advanced cost control and managerial decision problems making use of accounting information. The emphasis is on the use of accounting information rather than the accumulation of the data. Attention is focused on the application of such tools of quantitative analysis as probability theory, utility theory, and linear programming to the solution of these problems.

This course will meet jointly with Course 402, Quantitative Approaches to Management Decisions, but there will be separate class meetings dealing with special accounting topics. *Prerequisite:* Course 302 or consent of instructor.

304. FINANCIAL ACCOUNTING. Second term. Credit three hours. Mr. BIERMAN.

Review of accounting concepts and procedures

with particular emphasis on the reasoning behind methods of recording such items as depreciation, inventory flows, and revenues. The implications of accounting theory and practice on the measurement of income and financial position are investigated. The uses and limitations of accounting information presented by published financial reports for financial analysis, including ratio analysis, will be considered. The course gives the student an opportunity to study the concepts of financial accounting in the context of current issues and practices. *Prerequisite:* Course 111 or equivalent.

305. TAX ACCOUNTING. Second term. Credit three hours. Mr. MAXFIELD.

Federal income tax provisions and procedures are emphasized; problems of computing gross income, deductions, credits against net income, and tax liability; preparation of tax returns; special taxes—social security, corporate, estate, and excise taxes; comparison of commercial accounting practices and tax accounting provisions. *Prerequisite:* Course 111 or equivalent.

307. AUDITING PROCEDURE. First term. Credit three hours. Mr. GERMAIN.

Investigation of systems of internal control; types of audits; audit procedures; the audit report and auditor's certificate; A.I.A. statement of auditing standards; application of principles in practice case. *Prerequisite:* Courses 110 and 111 or consent of instructor.

308. LAW OF BUSINESS ASSOCIATIONS. Second term. Credit four hours. Mr. BUGLIARI.

Introduction to the basic purposes and logic of the law as it applies to business enterprises and their operations with emphasis on the fields of personal property, contracts, agency, partnerships, corporations, and real property. Combined text and case method of study is used. Required of all students in professional accounting and strongly recommended for students whose area of specialization is finance.

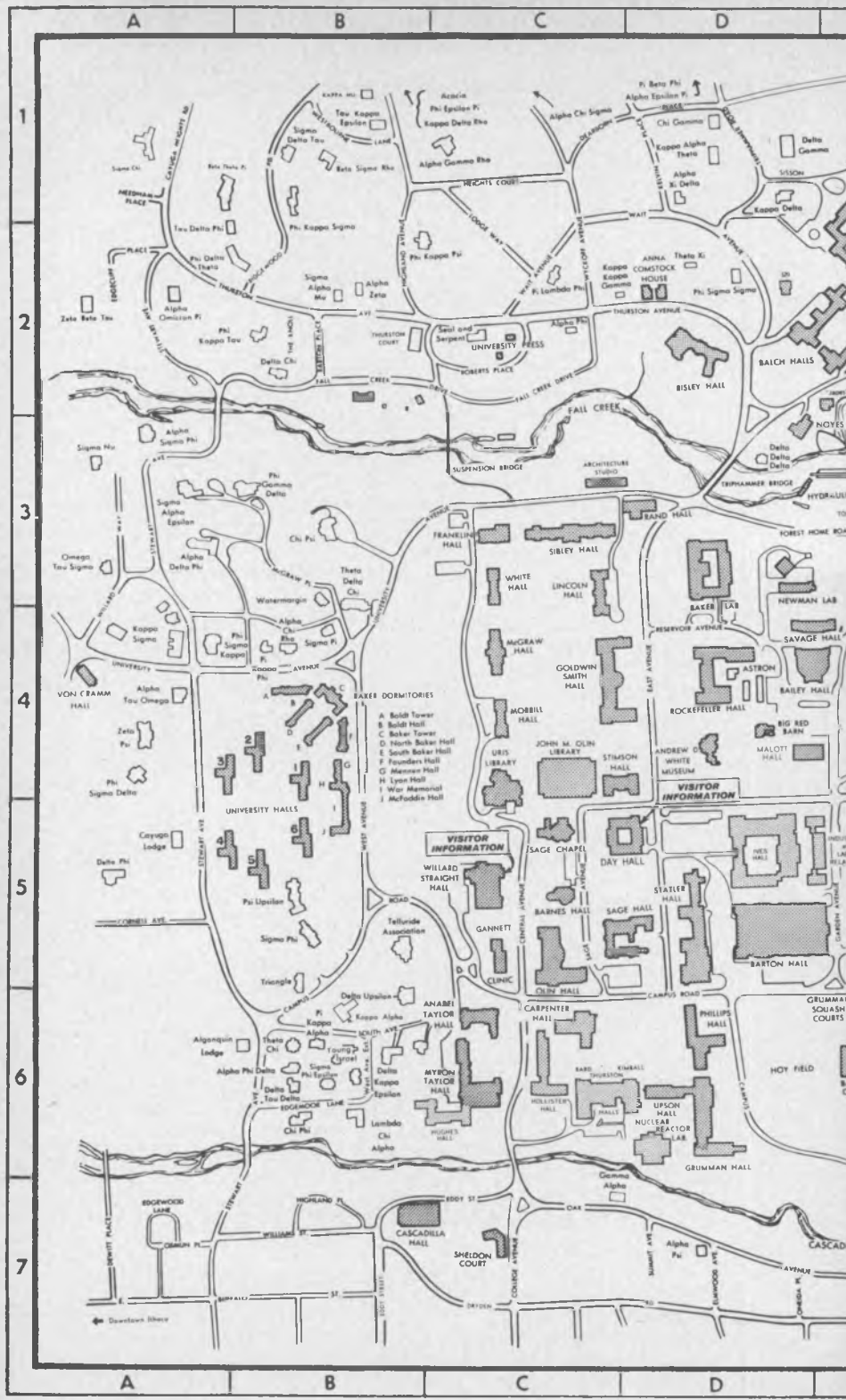
309. ADVANCED BUSINESS LAW. First term. Credit four hours. Mr. BUGLIARI.

Study of the law pertaining to bailments, sales, secured transactions, bankruptcy, negotiable instruments, insurance, and trusts and estates. Combined text and case method of study is used. *Prerequisite:* Course 308, or consent of the instructor.

KEY TO THE CAMPUS MAP ON THE PAGES FOLLOWING

Alumni (Athletic) Fields F5
 Architecture Studio C3
 Artificial Breeders H7
 Astronomy D4; Fuertes Observatory F2
 Bacon Athletics Cage E6
 Bailey Hall D4, auditorium
 Baker Dormitories B4, men's residences
 Baker Laboratory D3, chemistry
 Balch Halls D2, women's residences
 Bard Hall C6, metallurgical engineering
 Barnes Hall C5, campus store, auditorium
 Barton Hall D5, military training
 Big Red Barn D4, alumni center
 Caldwell Hall E4, agronomy
 Campus Store C5, Barnes Hall
 Carpenter C6, engineering library & admin.
 Cascadilla Hall B7
 Collyer Boat House, Cayuga Lake Inlet
 Comstock Hall E4, entomology, limnology
 Comstock House D2, women's residence
 Cornell Quarters G7, student families
 Crescent E6, football stadium
 Dairy Bar Cafeteria (Stocking Hall) H5
 Day Hall D5, administration
 Dickson Hall E2, women's residence
 Donlon Hall E1, women's residence
 Ed. Field Serv., Placement D2, 320 Wait
 Fernow Hall F4, conservation
 Filter Plant J4
 Food Storage and Laundry F7
 Franklin Hall C3, Asian Studies, art
 Gannett Medical Clinic C5
 Goldwin Smith Hall C4, arts and sciences
 Golf Course H2
 Graphic Arts Services G6
 Greenhouse F4, H4
 Grumman D6, aero. engineering
 Grumman Squash Courts E6
 Hasbrouck Apts. G1, student residences
 Heating Plant F6
 High Voltage Lab. H7, 909 Mitchell St.
 Hollister Hall C6, civil engineering
 Hoy Field D6, baseball
 Hughes Hall C6, law student residence
 Hydraulic (Applied) Laboratory E3
 Ind. & Labor Relations Conference Ctr. E5
 Ives Hall D5, industrial & labor relations
 "Japes" E2, recreation; meetings
 Judging Pavilion H5
 Kimball Hall D6, materials processing
 Library (McGraw) Tower C4
 Lincoln Hall C3, music, speech & drama
 Lynah Hall E5, ice skating
 Malott Hall D4, business & public administration, hospital administration
 Mann F4, agricultural-home economics library, College finance, Bailey Hortorium
 McGraw Hall C4, geology
 Minns Garden E4
 Moakley House H2, recreation center, golf

Morrill Hall C4, sociology, anthropology, modern languages, psychology
 Morrison Hall H5, animal husbandry
 Newman Hall E2, women's phys. ed.
 Newman Laboratory D3, nuclear studies
 Noyes Lodge E3, recreation, cafeteria
 Nuclear Reactor Laboratory D6
 Olin Hall C6, chemical engineering
 Olin (grad. & research) Library C4
 Ornithology, Sapsucker Woods Rd. via Warren & Hanshaw Rds., H1-2
 Phillips D6, elec. eng., radiophysics & space res.
 Plant Science Building E4
 Pleasant Grove Apts. F1, student families
 Poultry Research F4
 Poultry Virus Disease Laboratory J5
 Radiation Biology Lab., Warren Rd. H2
 Rand D3, Computing Ctr.
 Rice Hall F4, poultry husbandry
 Riding Hall and Stables F6
 Riley-Robb Hall G5, agricultural engineering
 Risley Hall D2, women's residence
 Roberts Hall E4, agriculture administration
 Rockefeller Hall D4, physics
 Rose Gardens, road to, J3
 Sage Chapel C5
 Sage Hall D5, graduate center
 Savage Hall D4, nutrition
 Schoellkopf Field and Hall E6, athletics
 Service Building F7
 Sibley Hall C3, architecture, history, govt.
 Statler Hall D5, hotel administration
 Stimson Hall D4, zoology
 Stocking G5, dairy & food sci., bacteriology
 Stone Hall E4, education
 Suspension Bridge C3
 Taylor (Anabel) Hall C6, interfaith ctr.
 Taylor (Myron) Hall C6, law
 Teagle Hall E5, men's physical ed. & sports
 Thurston Court B2, student residences
 Thurston Hall C6, engineering mechanics
 Toboggan Lodge E3, recreation
 Triphammer Bridge D3
 University Halls B5, men's residences
 University Press C2
 Upson Hall D6, mechanical engineering
 Uris (Undergraduate) Library C4
 U. S. Nutrition Laboratory H4
 Van Rensselaer Hall E4, home economics
 Vegetable Gardens G7
 Veterinary College J4
 Veterinary Virus Research Laboratory H7
 Visitor Information C5 and D5
 von Cramm Scholarship Hall (men) A4
 Warren E4, agric. economics, rural sociology
 White Hall C3, mathematics
 White Museum of Art D4
 Willard Straight Hall C5, student union
 Wing Hall C5



- BAKER DORMITORIES**
- A. Bold Tower
 - B. Bold Hall
 - C. Baker Tower
 - D. North Baker Hall
 - E. South Baker Hall
 - F. Founders Hall
 - G. Memorial Hall
 - H. Lytle Hall
 - I. War Memorial
 - J. McFadden Hall

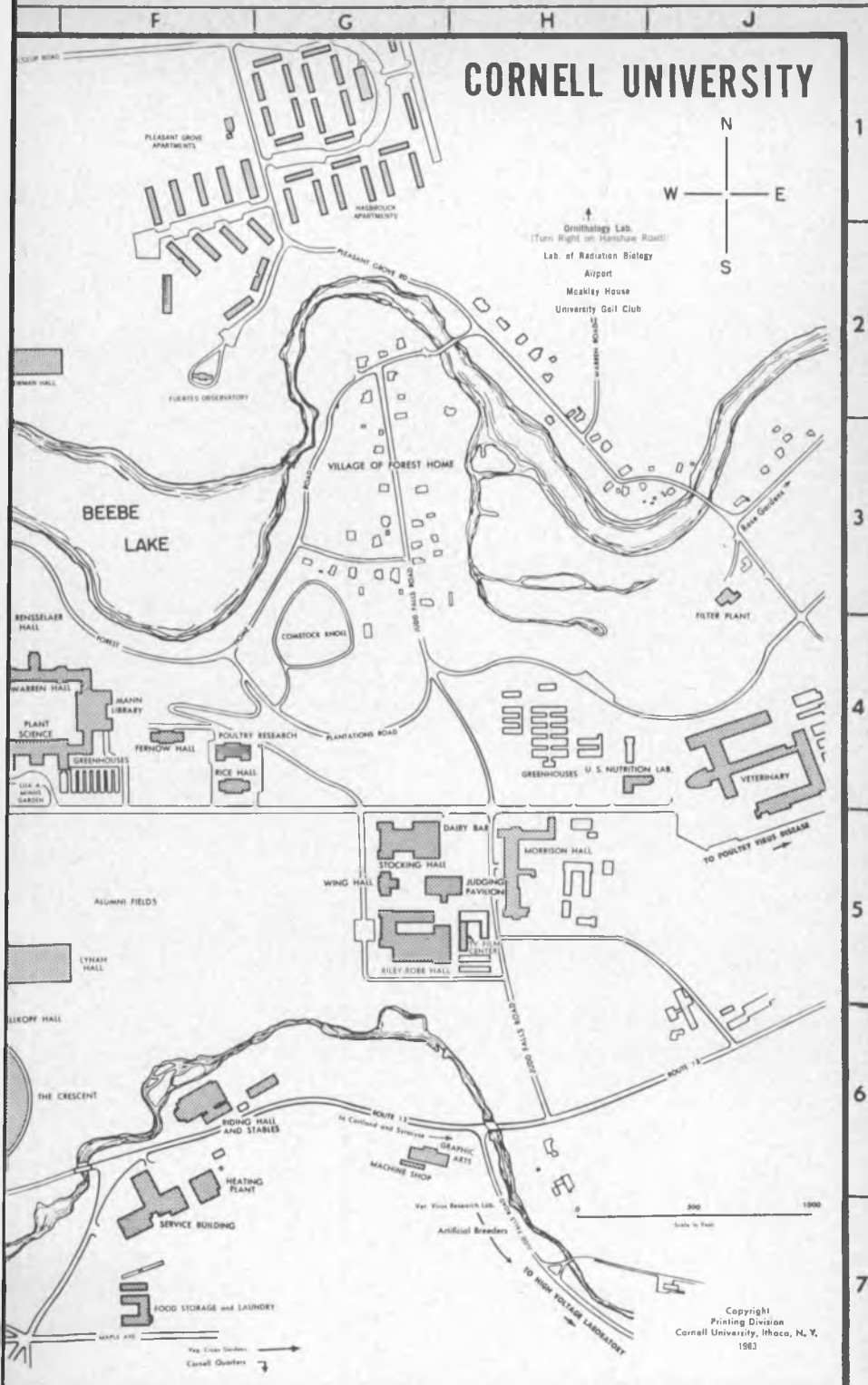
UNIVERSITY HALLS

VISITOR INFORMATION

VISITOR INFORMATION

Down town direction

CORNELL UNIVERSITY



Copyright
Printing Division
Cornell University, Ithaca, N. Y.
1963

Agricultural Management

[325. SEMINAR IN MANAGEMENT OF AGRICULTURAL INDUSTRIES. Second term. Credit three hours.

Advanced study of selected problems of administration and management in industries processing farm products or manufacturing and distributing farm supplies and equipment. An examination and investigation of the broad basic problems specifically related to the management of agricultural industries. Individual and group research projects and case studies in agricultural business. Emphasis on efficient use of resources in the processing and distribution of agricultural products, and in the processing and distribution of commodities and services used for farm production. *Prerequisite:* Course 100. *Will not be offered in 1963-1964.*

Business Management

[350. SMALL BUSINESS MANAGEMENT. First term. Credit three hours.

A study of the problems and areas of strength inherent in the relative position of the smaller enterprise. The means of minimizing the smaller firm's disadvantages and maximizing its advantages are considered in the following areas: general management, finance, technology, marketing, and cyclical risk. The major considerations in initiating an enterprise are explored. The study of small business case histories is a principal vehicle for accomplishing the objectives. The student relates the general considerations to a particular small business enterprise. *Prerequisite:* Course 100. *Will not be offered in 1963-1964.*

351. COMPARATIVE BUSINESS ADMINISTRATION. Second term. Credit three hours. Mr. BENT.

Comparative study of top management ideology and organization in major industrial countries; application of administration to foreign companies and subsidiaries and branches of United States companies; historical study of the international management movement. *Prerequisite:* Course 100.

352. COMMUNICATIONS, PUBLIC OPINION, AND ADMINISTRATION. First term. Credit three hours. Mr. HONGES.

A study of interactions between business and public opinion. A full week will be devoted to each of a dozen areas which involve significant interplay between business and public

opinion. Each subject area will be introduced by an illustrative case. Representative topics will be introduction of change; collective bargaining; industrial cities; government regulation of aspects of business, etc. *Prerequisite:* Course 100.

900. MANAGEMENT SURVEYS AND ANALYSIS. First term. Credit three hours. Mr. VAN RIPER.

For course description, see section entitled "Public Administration and Policy."

901. (Industrial Engineering 9182) INTRODUCTION TO ELECTRONIC DATA PROCESSING. First term. Credit three hours. Mr. CONWAY.

Description of modern electronic data processing equipment designed for management control and accounting applications. Descriptive techniques and processing languages; techniques of systems analysis. Examples of applications. *Prerequisite:* Courses 110 and 111.

902. SEMINAR IN ORGANIZATIONAL THEORY AND BEHAVIOR. Second term. Credit three hours. Mr. PRESTIUS.

For course description, see section entitled "Public Administration and Policy."

Finance

425. ANALYSIS OF AMERICAN INDUSTRIES. Throughout the year. Credit four hours, two in each term. Mr. McADAMS.

Emphasis is placed on individual and cooperative research in the economic, technological, and institutional factors that govern the growth and development of industries and the long-run prospects of firms within them. Meeting three hours a week during the first part of the fall term, the class will analyze two basic industries and selected firms within them with a focus on the problems likely to be encountered in such research. The class will then disband while students, individually or in groups of two, conduct their own research on industries and firms, chosen with the approval of the instructor, and prepare a comparative written analysis of the long-term investment prospects of their selected firms. Industries chosen for analysis will generally be restricted to the manufacturing field. Final papers will be submitted during the second month of the spring term. Thereafter, each student will defend his analysis against the critical appraisal of the class, again meeting three hours a week. The class will be held responsible for a general knowledge and critical appraisal of all

industries covered and of their relations to the economy as a whole. During the interim research period, the instructor will be available for conferences as desired on research projects. Credit will not be given in this course for less than the two terms of work. *Prerequisite:* Course 103 or its equivalent with consent of instructor.

426. FINANCIAL MANAGEMENT. First term. Credit three hours. Mr. NILSSON.

A study of the financial management of corporations viewed principally from the position of the corporate financial officer. Based largely on the study of cases, the course focuses attention on the organization and operating problems involved in corporate financial administration. Selected problems on promotion financing, planning of capital structure, securities issuance, mergers and consolidation, and reorganization under the federal Bankruptcy Act are considered. Instruments of long-term finance and security devices are studied in detail. Problems of working capital management, methods of budgetary control, and financial planning in relation to reserve, surplus, and dividend policies are given considerable attention. The impact of federal government regulations on corporate financial policy will be fully discussed. *Prerequisite:* Course 104.

427. INVESTMENT MANAGEMENT. Second term. Credit three hours. Mr. NILSSON.

The fundamentals of investment analysis and management, designed primarily for students planning entry into the fields of investment banking and institutional investment. Methods of security analysis, the uses of technical aids in investment analysis, and policies governing the management of investment funds, private and institutional, are studied in detail. Other topics include the organization and functioning of underwriting firms, methods of security distribution, the operation of security markets, brokerage activities, investment counseling, and investment trust management. Considerable attention will be given to the regulatory activities of the federal Securities and Exchange Commission. *Prerequisite:* Course 104.

428. GOVERNMENTAL FISCAL MANAGEMENT. First term. Credit three hours. Mr. HILLHOUSE.

For course description see section entitled "Public Administration and Policy."

[429. FINANCIAL INSTITUTIONS AND CAPITAL MARKETS. Second term. Credit three hours. Mr. MORRISON.

A study of the place and functions of financial institutions in our business economy and the operation of money and capital markets. Emphasis will be placed on financial policy problems involved in the operation of commercial banks, savings institutions, insurance companies, and other financial institutions. Selected topics include the mechanics of the money market, the structure of capital markets, security portfolio management, the impact of Treasury policies on interest rates and capital markets, and government lending institutions. *Prerequisite:* Course 104 or consent of instructor. *Will not be offered in 1963-1964.*]

430. INVESTMENT IN GOVERNMENT SECURITIES. Second term. Credit three hours. Mr. HILLHOUSE.

Emphasized are the investment merits and problems of state, municipal, and special-district securities (both tax-supported and revenue bonds); public-authority bonds; and obligations of the United States government. Special attention is given to the organization of the over-the-counter market for municipals and governments; analysis of government financial statements and use of supplemental data, including commercial credit ratings; and the place of public securities in the investment portfolios of banks, insurance companies and other financial institutions. *Prerequisite:* Course 104 or 428.

432. CAPITAL FINANCING SEMINAR. First term. Credit three hours. Mr. NILSSON.

An examination of the considerations involved in the choice of methods of long-term capital financing. *Prerequisite:* Open to graduate students especially interested in corporate finance with consent of the instructor.

Hospital and Health Administration

115. HEALTH NEEDS AND SERVICES. First term. Credit three hours. Dr. YOUNG.

This survey course provides a review of four principal aspects of the health field: (1) the extent and epidemiological characteristics of disease in the contemporary population; (2) the social structure of the health professions and organized health service programs in America; (3) the content of specific public health activities, including chronic disease control; and (4) significant developments of health service administration in other countries. Through an exploration of the broad social institution of health service, a background is provided for the study of the problems of hospital administration.

116. THE HEALTH ORGANIZATION AND ITS ENVIRONMENT. Second term. Credit two hours.

Modern society is analyzed as the context in which the hospital and other health organizations are to be understood. Analyses are made of the hospital program, the total obligation to patient and community, including basic medical standards, preventive and rehabilitative activities, and the educational and research functions. The interrelationship among health organizations and the support which each organization needs from its environment are problems which receive special attention. Classroom material is reinforced through field trips to surrounding health facilities and affiliated hospitals.

117. HEALTH ECONOMICS. Second term. Credit two hours. Dr. YOUNG.

The provision of medical care considered as an economic activity. Health personnel and facilities; types of economic organization; family and national expenditures for medical care; volume of health services received by the population in relation to need. Consideration of various public medical care programs. History and operation of Blue Cross and Blue Shield plans, health insurance by insurance companies, and other types of health insurance plans. Present problems and adequacy of health insurance from the viewpoint of consumers, hospitals, and the health professions. Consideration of proposals for governmental programs to make health insurance or health services more widely available.

450. ADMINISTRATIVE AND ORGANIZATIONAL DEVELOPMENTS IN HOSPITALS. First term. Credit three hours. Mr. BROWN.

Analysis of the hospital as an organization with special characteristics is undertaken. Consideration is given to the governing board, medical staff organization, and administration. Problems in nursing service and education are also discussed. Attention is given to current developments in hospital administration, such as progressive patient care, medical auditing, and regional planning for hospital services. Field visits relevant to the course work are carried out.

452. ORIENTATION TO CLINICAL MEDICINE. First term. Credit three hours. Dr. SAMSON.

An outline of some of the procedures used by physicians in the diagnosis and treatment of disease within the major specialties, with emphasis on the contribution of the hospital

to patient care through the environment, specialized personnel, equipment and supplies, and administrative action. The requirements of pediatric, geriatric, disturbed, and other special classes of patients are studied. Trends in clinical medicine with a present or potential impact on hospital administration and facilities are discussed. A familiarity with common medical terminology is a by-product of this course.

453. LEGAL ASPECTS OF HOSPITAL ADMINISTRATION. First term. Credit two hours. Mr. BUGLIARI.

Introduction to those principles of the law specifically applicable to hospitals, hospital personnel, and hospital staffs, including the areas of liability for injuries to the patients, medical records and disclosure of information, consent to medical and surgical procedures, responsibility for the patient's personal property, collection of bills, medical staff privileges, pharmacy, labor law, and confidential communications.

454. POLICY AND PLANNING IN HOSPITALS AND HEALTH AGENCIES. Second term. Credit three hours.

Largely through the medium of cases and student reports, practice is provided in the analysis of administrative problems and the development of sound policies. The purpose is to synthesize elements of both general and specialized aspects of the total curriculum. Topics are drawn from such areas as medical staff relationships, financial management, hospital and health agency programs, patient and public relations, executive selection and development, and communication. *Prerequisite:* Courses 115, 116, and 117, or equivalent.

455. SEMINAR ON HEALTH AND SOCIETY. Second term. Credit three hours. Mr. WHITE.

An examination of the contributions of the social sciences and other disciplines to an understanding of current problems in the health field and in hospital administration in particular.

An objective of the course is to increase the student's ability to evaluate research reports and other studies, to assess their relevance for the field, and to formulate his own problems in a manner conducive to scientific investigation.

(*Note: Courses 115 through 117 and 450 through 455 are required courses in the Hospital and Health Administration program.*)

Managerial Economics

375. ECONOMIC AND BUSINESS HISTORY. First term. Credit three hours. Mr. HUTCHINS.

A study of the evolution of economic organization and of the role of the business firm therein. Although some attention is given to earlier times, the primary emphasis is on the period since 1750. The analysis of the development of business organization, administration, and policy proceeds in part by means of historical case studies. Attention is paid to the relations between business policies and the rise and fall of firms and industries, and to the interactions of business and public policies. The primary focus is on the United States, but European origins and developments are included when significant.

376. BUSINESS POLICY AND ECONOMIC INSTABILITY. Second term. Credit three hours. Mr. MORRISON.

A study of the formulation and administration of national policies to achieve economic stability at high levels of productive employment and of their impact on economic growth and business policy in our private enterprise economy. Particular attention is given to problems posed by the characteristics of business fluctuations and by the need for adequate guides for action and standards for the appraisal of results. Political and economic pressures, generated by this changing environment to which business policy must adapt, are explored and their effects in broadening the responsibilities of management are appraised. *Prerequisite:* Course 103 or its equivalent with consent of instructor.

377. COMPETITIVE BEHAVIOR AND PUBLIC POLICY. Second term. Credit three hours. Mr. DE CHAZEAU.

A study of competitive behavior in market structures importantly affected by large corporate units and organized self-interest groups. Particular attention is given to the determination of public interest in the formulation and administration of the law as applied to business policies and business organization. The possibilities of workable competition are explored from the viewpoint of practicable public policy and of the essential requirements of efficient performance in a dynamic society. *Prerequisite:* Course 103 or its equivalent with consent of instructor.

[378. BUSINESS FORECASTING. Second term. Credit three hours. Mr. MORRISON.

The primary objective is to develop in stu-

dents the skills and knowledge needed to prepare economic forecasts. Consideration will be given to the forecasting of important general economic indicators such as Gross National Product and its major components and to the analysis of demand and supply situations in specific industries. Long-term projections of up to thirty years will be considered, as well as the more usual short-term forecasts for a quarter or a year ahead. The student will be expected to familiarize himself with the current and past behavior of important times series and to prepare specific forecasts. *Prerequisite:* Course 102 or equivalent or consent of instructor. *Will not be offered in 1963-1964.]*

379. SEMINAR IN MANAGERIAL ECONOMICS. Second term. Credit three hours. Mr. DE CHAZEAU.

At an advanced level, problems, methods, and empirical studies relevant to the field of managerial economics will be explored. During the first term the topic will be capital budgeting, the problem of ranking internal investment opportunities and determining cut-off rules for accepting or rejecting investments. Discussions will cover methods of classifying investments, estimating expected cash flows from investments, optimum financial structure, relations between investment policy and dividend policy, etc. Emphasis is on the problems faced by private firms in determining capital outlay, but some attention will also be devoted to comparable problems faced by private nonprofit institutions such as universities, state and local governments, and national governments in underdeveloped countries.

The topic for the second term will vary from year to year (see the bulletin board in the School for announcements). *Prerequisite:* Open to Ph.D. candidates and to a limited number of second-year students with consent of the instructor.

[380. SEMINAR IN ENTREPRENEURIAL HISTORY AND POLICY. First term. Credit three hours. Mr. HUTCHINS.

A study of the dynamics of business enterprise. Among the topics discussed will be the nature and method of entrepreneurial activity, the relationship between entrepreneurial activity and national economic development, the objectives and concepts of managements, alternative patterns of policy and doctrine, the path from proprietorship to economic institution, patterns of initiating and of reacting to innovation, the impact of public policy and ideology, the foundations of business success and failure, and the contributions of enterprise to national welfare and strength. The

work will be based primarily on the detailed study of significant long-range case histories and on pertinent historical, management, and economic materials. Each student will be expected to present one or more papers. Primarily for Ph.D. candidates; open to others by permission of the instructor only. *Will not be offered in 1963-1964.*

381. MONETARY MANAGEMENT AND STABILIZATION. First term. Credit three hours. Mr. MORRISON.

Monetary factors influencing business activity and decision making. The roles of commercial banks, the Federal Reserve, Treasury, and nonbank financial intermediaries in affecting the demand and supply of money. Introduction to international monetary economics. Examination of the channels through which monetary forces alter money market and credit conditions, the level and structure of interests rates, employment, and prices. Emphasis will be given to problems of business forecasting and the planning of financial and operating policies of enterprises in the light of current and prospective monetary and credit conditions. Issues in the formulation of policies for monetary stabilization will be considered in the context of U.S. experience.

[400. DEMAND ANALYSIS AND MARKET-ING RESEARCH. First term. Credit three hours.

Econometrics of demand analysis and its applications to marketing research. Emphasis on economic rationale rather than mathematical manipulations. Theory of multiple linear regression and design of experiments, presented in the context of marketing research problems. *Prerequisite:* Courses 103 and 113, or their equivalent. *Will not be offered in 1963-1964.*

401. [Economics 856] ECONOMICS OF LINEAR PROGRAMING. Second term. Credit three hours.

Theory and applications of linear programing from the economic viewpoint. Essential mathematics will be briefly reviewed. *Prerequisite:* Economics 817 or equivalent.

402. QUANTITATIVE APPROACHES TO MANAGEMENT DECISIONS. Second term. Credit three hours. Mr. BIERMAN.

Introduction to the use of quantitative analysis for making business decisions. Elementary probability theory is applied to capital budgeting, inventory, and cost control

situations. Other topics include utility theory, game theory, linear programing and simulation.

[403. SEMINAR IN QUANTITATIVE METHODS. Second term. Credit three hours.

Will provide thorough discussion of a few quantitative tools for the analysis of managerial economic problems. Topics covered will vary from term to term. *Prerequisite:* Open to second-year students and to others with consent of the instructor. *Will not be offered in 1963-1964.*

Marketing

475. SALES MANAGEMENT. First term. Credit three hours. Mr. RATHMELL.

Concerned with the principles of sales department organization; techniques of sales forecasting together with budgeting, the construction of quotas, and the delineation of territories; selection, training, compensation, and supervision of sales personnel; cost and performance evaluation. The final portion of the course is devoted to the responsibilities of the field sales manager. *Prerequisite:* Course 106.

476. MARKETING RESEARCH. Second term. Credit three hours. Mr. HUGHES.

The techniques of marketing research are emphasized with major consideration being given to the determination of research objectives and the procedures involved in conducting marketing investigations. While the applications of marketing research receive special attention, the extensive utility of this management tool beyond the usual market survey approach is stressed. Participation in a group project enables the student to apply his knowledge of the subject. *Prerequisite:* Courses 106 and 113.

477. SEMINAR IN MARKETING MEASUREMENTS. First term. Credit three hours. Mr. HUGHES.

The role of measurement in the development of both science and management techniques is explored. The philosophy of measurement is examined, the scales of measurement are identified, and the statistics appropriate to each are discussed briefly. Systems of marketing are investigated, their properties identified, and techniques currently used to measure these properties evaluated. Seminar discussions are directed toward answering the following questions. How can the present techniques of measurement be improved? How can new

measurements be developed? How can properties not now measured be measured? Objectives of the course include improving the student's ability to analyze marketing management problems and evaluate methods for solving them.

478. ADVERTISING MANAGEMENT. First term. Credit three hours. Mr. HUGHES.

This course is designed to develop the student's ability to recognize advertising opportunities, determine goals, allocate advertising effort through the most efficient media, and to evaluate the effectiveness of this effort. Since this is a course in strategy and not tactics, discussions of copy, layout, art, typography, etc., have been omitted.

During the first two-thirds of the course reading assignments stress concepts of advertising strategy, and case assignments provide the student with an opportunity to apply these concepts. The last third of the course is composed of readings and discussions that are divided into the areas of advertising philosophy and new research techniques. The former includes private and public regulation of advertising, and the social and economic effects of advertising. The latter examines advertising experiments, mathematical models, and the application of computers to advertising.

479. SEMINAR IN INTERNATIONAL MARKETING. First term. Credit three hours. Mr. RATHMELL.

Stresses the techniques of marketing to and within different national and regional economies (the European Common Market, for example). Problems of planning and implementing multinational marketing are studied. Attention is directed to the impact of different economic systems and management philosophies on the marketing process. The quantitative and qualitative characteristics of various national markets are studied in detail together with international and national regulation of marketing. *Prerequisite:* Course 106.

480. MARKETING STRATEGY. Second term. Credit three hours. Mr. RATHMELL.

Considers the significance of products, pricing, promotion, marketing structure (including physical distribution), and customer service in the formulation of both long-term and current plans for market development. Contribution of marketing research is stressed. Sales executives provide case material and assist in the evaluation of student analysis. *Prerequisite:* Courses 475 and 478 or consent of instructor.

481. SEMINAR IN MARKETING THEORY. Second term. Credit three hours. Mr. RATHMELL.

Surveys applications of economic, sociological, and psychological principles and analytical tools to the marketing function. Time and space concepts in marketing are appraised along with cost and productivity considerations. Consumption and social responsibility of marketing are considered. *Prerequisite:* Open to Ph.D. candidates and second-year students with consent of instructor.

Personnel Management

500. HUMAN RELATIONS IN ADMINISTRATION. Second term. Credit three hours. Messrs. LODAHL and WHITE.

Administrative activity in a number of environments in terms of the human relationships involved. Human-relations aspects of problems stemming from individual differences, social and cultural differences, resistance to change, worker participation in administration, supervision and leadership, discipline, communications, controls, incentive systems, and organizations are studied. Some attention is also paid to human-relations research and its meaning for modern management in both industry and government. Case materials are extensively utilized. *Prerequisite:* Course 100.

501. PUBLIC PERSONNEL MANAGEMENT. Second term. Credit three hours. Mr. VAN RIPER.

Organization and operation of the public personnel system with an emphasis on the federal system. Personnel functions of selection, training, classification, employee relations, etc., are reviewed briefly. Major stress is placed upon operation of the personnel program, political and unique features of public personnel administration, nature of the career service and changing concepts. Where appropriate, comparisons are made with state, local, and foreign public personnel systems. *Prerequisite:* Courses 100 or 101 or consent of the instructor.

502. SEMINAR IN BUSINESS AND INDUSTRIAL PERSONNEL. First term. Credit three hours. Mr. Brooks.

For the advanced study of selected areas of personnel administration. Individual and group research projects are emphasized. In addition, readings, case studies, and discussions with guest speakers are utilized. *Prerequisite:* Course 101 or consent of instructor.

503. SEMINAR IN PERSONNEL MANAGEMENT. Second term. Credit three hours. Mr. BROOKS.

Research seminar with individual and group projects. *Prerequisite:* Course 101 or consent of the instructor.

Production

[525. FACTORY MANAGEMENT. Second term. Credit three hours. Mr. GILMORE.

Factory management problems in a variety of industrial situations. Case problems have been drawn from such areas as cost reduction, inspection, plant layout, production planning and control, supervision and management. Situations calling for decisions at levels ranging from the foreman to the vice-president in charge of manufacturing are considered. Emphasis is placed on operating rather than policy issues. *Prerequisite:* Course 107 or consent of the instructor. *Will not be offered in 1963-1964.]*

[526. MANUFACTURING POLICY DETERMINATION. First term. Credit three hours. Mr. GILMORE.

The importance of basing manufacturing policy decisions on an understanding of the operating characteristics of the company as a whole and the economic and technological characteristics of the industry is stressed. To this end, manufacturing processes and industry statistical data are studied as a basis for consideration of manufacturing-policy case problems in such industries as steel, textiles, petroleum, plastics, electronics, and furniture. *Prerequisite:* Courses 107 and 200 or consent of the instructor. *Will not be offered in 1963-1964.]*

[527. MANUFACTURING ANALYSIS. Second term. Credit three hours. Mr. GILMORE.

An intensive analysis of a limited number of current, live, unsolved manufacturing problems in which executives of the companies from which the problems are drawn actively participate. Emphasis is placed on the development of questions as a basis for assembling the data necessary for adequate analysis. Provides an opportunity for decision making in depth. *Prerequisite:* Course 107 or equivalent, or consent of the instructor. *Will not be offered in 1963-1964.]*

[559. SUPPLY AND MATERIEL MANAGEMENT. Second term. Credit three hours. Mr. VAN RIPER.

For course description, see section entitled

"Public Administration and Policy." *Will not be offered in 1963-1964.]*

Public Administration and Policy

[109. PUBLIC ADMINISTRATION FOR FOREIGN STUDENTS. First term. Credit three hours. Mr. BENT.

An introductory course for foreign students who have not had previous course work in public administration. It will be concerned with the administrative problems of less-developed countries, including formal organization (structure, departmental organization, central-field relations, etc.), personnel and civil service systems, and the problems of adapting modern administrative concepts to other environments. Special attention will be given to the problems of the operating administrator in government agencies. No prerequisite. Open to seniors and graduate students. *Will not be offered in 1963-1964.]*

428. GOVERNMENTAL FISCAL MANAGEMENT. First term. Credit three hours. Mr. HILLHOUSE.

A course in federal fiscal management, with emphasis upon debt management, tax policy formulation, the use of the budget as a planning and control instrument, proposals for capital budgeting, and federal-state fiscal relations. *Prerequisite:* Course 100 or consent of instructor.

551. AMERICAN OPERATIONS ABROAD. First term. Credit three hours. Mr. BENT.

Analysis of the foreign operations of the U.S. government in the fields of technical, economic, and military assistance and of American business firms conducting foreign operations. Attention will be given to those administrative problems which are common to both business and government (central field operations, relations with the host government, protection of American interests, personnel problems, problems of administrative adaptation) as well as to those which are unique to each. *Prerequisite:* Course 100 or permission of instructor.

[552. COMPARATIVE PUBLIC ADMINISTRATION. Second term. Credit three hours.

An analysis of the administrative process in selected foreign and American governments. Attention will be given to the differences between Western and Eastern cultures and the impact of these upon administration. *Pre-*

requisite: Course 100 and some work in comparative government, comparative law, or comparative economic organization. *Will not be offered in 1963-1964.*]

553. MUNICIPAL FINANCE ADMINISTRATION. First term. Credit three hours. Mr. HILLHOUSE.

Emphasis is on the major financial problems of cities. Among the areas studied are program and performance budgeting, capital budgeting, assessments, revenues, financial controls, reporting, debt administration, and state and local fiscal relationships. *Prerequisite:* Course 100.

554. SEMINAR IN URBAN GOVERNMENT AND ADMINISTRATION. Second term. Credit three hours. Messrs. HILLHOUSE and FLASH.

An analysis of urban government problems in an era of rapid metropolitan growth. Organization and function, political environment, intergovernmental relations, and policy issues of urban government are stressed. Although adaptable to interests of individual students, the course is designed primarily for prospective administrators and city planners contemplating careers with larger metropolitan and suburban governments.

555. FEDERAL ADMINISTRATION. Second term. Credit three hours. Mr. FLASH.

Analysis of the administrative and political problems of the executive branch of the federal government, including operations of the Presidency, agency organizations and programs, field headquarters and intergovernmental relations, and management functions of coordination and control. To provide an understanding of the politics of federal administration, emphasis is placed upon executive-legislative relations, executive leadership, advice and planning, reorganization, the independent regulatory commissions, and the nature of bureaucracy. Assigned readings are complemented by case discussion, oral and written reports. *Prerequisite:* Course 100 or consent of the instructor.

556. SEMINAR IN PUBLIC ADMINISTRATION. First term. Credit three hours. Mr. VAN RIVER.

The purpose is to develop an understanding of and point of view toward some of the major problems of the public administrator. Topics considered may vary from year to year, depending upon the needs and interests of the students, and may involve such problems as loyalty and security, codes of ethics for public

servants, centralization and decentralization, reorganization, intergovernmental relations, trends in administrative theory, legislative-executive relationships, state-local relations, etc. *Prerequisite:* Course 100 or consent of the instructor.

[557. SEMINAR IN MILITARY MANAGEMENT AND CIVIL-MILITARY RELATIONS. Second term. Credit three hours. Mr. VAN RIVER.

Designed to acquaint the student with certain of the principal types of military administrative and managerial problems, particularly those which have the most effect upon private industry and the civilian governmental establishment. Subject matter varies from year to year but may include such subjects as program planning, procurement and supply, manpower utilization, organization of the military departments, line-staff relationships, civilian control of the military establishments, etc. *Prerequisite:* Course 100 and consent of the instructor. *Will not be offered in 1963-1964.*]

[559. SUPPLY AND MATERIEL MANAGEMENT. First term. Credit three hours. Mr. VAN RIVER.

The principles and policies of supply and distribution within and by governmental agencies at all levels, focusing upon the chain of interrelated supply functions, from the initial determination of requirements through the disposal of surplus materials; management of rationing, stockpiling, and related emergency procedures affecting the general civilian economy; the special political and organizational problems of governmental agencies concerned with these matters; governmental contrasted with private practices; ethical and conflict-of-interests problems.

Available for a limited number of students, primarily public administration, on a mixed lecture and directed reading arrangement; registration not complete without written permission of instructor. *Will not be offered in 1963-1964.*]

900. MANAGEMENT SURVEYS AND ANALYSIS. First term. Credit three hours. Mr. VAN RIVER.

Concerns the recently developing management function known variously as management analysis, organization and methods work, management engineering, systems and procedures analysis, or administrative services. Involves the interrelationships of organization, written communications, systems of sequential operations, and procedures, together with methods for their evaluation and improvement—from

the standpoint of the outside consultant, controller, systems and procedures analyst, or administrator or study group working from within the organization. Special consideration is given to such matters as approaches to the measurement of efficiency, management survey organization and techniques, organization and procedures analysis, work flow and work distribution analysis (especially in clerical operations), work measurement, and the formulation, selling, and carrying out of recommendations. *Prerequisite:* Course 100 and, for first-year students, consent of the instructor.

[902. SEMINAR IN ORGANIZATIONAL THEORY AND BEHAVIOR. Second term. Credit three hours. Mr. PRESTIUS.

An analysis of the theory of bureaucratic organization in several substantive areas. Various theoretical concepts and their relevance for field research and analysis will be considered. The implications of large-scale organization for its members will be emphasized in an effort to understand the various kinds of accommodations that individuals make to complex organizations. The results of relevant empirical research in several social sciences will be analyzed. *Prerequisite:* Primarily for doctoral candidates but open to Master's degree students with permission. *Will not be offered in 1963-1964.*

[904. SEMINAR IN POLITICS AND ADMINISTRATION. Second term. Credit three hours. Mr. PRESTIUS.

Explores at an advanced level problems stemming from the relationship of politics to administration, public and private; stresses relevant analytical approaches and research methods. *Prerequisite:* Open to doctoral candidates, and to second-year Master's degree students with permission. *Will not be offered in 1963-1964.*

Quantitative Analysis

600. (Industrial Engineering 9460) **INTRODUCTION TO PROBABILITY THEORY.** First term. Credit three hours. Mr. IGLEHART.

Definitions of probability and basic rules of probability theory, random variables, probability distributions, and expected values. Important special distributions and relations among them; elementary limit theorems. Introduction to stochastic processes and Markov chains, and their applications in the construction of mathematical models for administrative decisions. *Prerequisite:* calculus.

601. (Industrial Engineering 9470) **INTRODUCTION TO STATISTICAL THEORY.** Second term. Credit four hours.

The application of statistical theory to problems associated with the analysis of data. Principles of statistical inference; estimating the value of unknown parameters of probability distributions, testing hypotheses concerning these parameters; elements of statistical decision theory. Introduction to correlation theory and curve fitting by least squares. *Prerequisite:* Course 600 or equivalent.

602. (Industrial Engineering 9522) **INTRODUCTION TO OPERATIONS RESEARCH.** Second term. Credit three hours.

Concept of abstract, mathematical models of operating systems. Methodology and techniques of operations research including waiting line models, linear programming, simulation and other specialized techniques; applications to production, cost, inventory, and sales problems. *Prerequisite:* Course 601 or concurrent registration in 601 or equivalent.

604. (Industrial Engineering 9523) **ANALYTICAL METHODS OF OPERATIONS RESEARCH.** First term. Credit three hours.

Examination of the theoretical basis of the common techniques of operations research—linear programming, queuing theory, game theory, simulation. Covers some of the same topics as Course 602, but in greater depth and with an emphasis on the basis of the logic of the technique. *Prerequisite:* Course 602 or equivalent.

605. (Industrial Engineering 9582) **INTEGRATED OPERATIONS CONTROL.** Second term. Credit three hours.

The design and implementation of integrated management control systems using modern information processing technology, and the analytical methods of operations research. The nature and development of decision rules for "tactical" business decisions. Heuristic programming. Construction and use of business games. *Prerequisite:* Course 602.

Transportation and Public Utilities

[431. **PUBLIC UTILITIES.** Second term. Credit three hours.

The purpose is to acquaint the student with the problems of government and business in the relatively large segment of our economy encompassed by the privately owned public utility industries, especially the electric, gas, and telephone companies. Topics will include

the history and present status of rate control by federal and state regulatory bodies, the Holding Company Act of 1935 and corporate reorganizations thereunder, accounting systems, financial structures, problems of growth, and certain unique characteristics of public utilities such as cost patterns, the necessity for long-range budgeting, and government competition. *Prerequisite:* Course 110. *Will not be offered in 1963-1964.*

575. TRANSPORTATION: RATES AND REGULATION. Fall term. Credit three hours. Mr. HUTCHINS.

A study of American transportation focused on economic organization, public policy, and the rate making process. The emphasis is on the theory and practice of rate making in an environment complicated by fixed, joint, and common costs, by competition among differing modes of transport, and by complex patterns of regulation. Although primary attention is given to railroad economics and policies, other modes are considered from time to time. Reality is introduced by a considerable use of cases. Among the topics discussed are rates and the location of industry and trade, the theory of rates, the development and current content of United States inland transportation policy, the construction of rate systems, problems in competitive marketing, new types of rates and services, certain detailed problems of regulation, and the complexities of inter-carrier relations within a national transportation system.

576. TRANSPORTATION: ORGANIZATION, ADMINISTRATION, AND PUBLIC POLICIES. Spring term. Credit three hours. Mr. HUTCHINS.

A continuation of B&PA 575 dealing with problems of organization, administration, and public policy in the various segments of transportation. The primary topics are: (1) merchant shipping, its economics, organization, rates, administrative problems, and national policies and rivalries; (2) air transport, especially problems of route structure, pricing, costs, regulation, and government promotion; (3) motor carrier transport, particularly problems of size of carrier, route structure, and relations with railroads, water carriers, and various middlemen; (4) domestic water transport and federal waterways policy; and (5) railroad reorganization, particularly with respect to mergers, finance, operations, intermodal relations, and regulation. Cases are used to bring out some of the problems.

Research

010. DIRECTED READING AND RESEARCH. Either term. Credit hours adjusted

to the work load. Supervision of selected staff member.

Individualized reading, research, and reports in fields of special interest in either business or public administration. Registration is permitted second-year students only on approval of the student's adviser and the faculty member involved.

[903. RESEARCH IN BUSINESS AND PUBLIC ADMINISTRATION. Second term. Credit two hours. Mr. WASSERMAN.

The objective is to provide a survey of research techniques, requisite bibliographic sources, and practice in the methods of presenting individual research findings. Attention will be directed, insofar as possible, upon specific areas of interest and potential research goals of the individual student. *Prerequisite:* Course 201 or consent of the instructor. *Will not be offered in 1963-1964.*

905. SEMINAR IN RESEARCH METHODS. First term. Credit three hours. Mr. LODAHL.

The course is designed as an introduction to research methodology, on the assumption that some questions of research method are relevant to all of the special fields in business and public administration. It will give the student an overview of problems in conducting research, rather than a detailed examination of specific statistical procedures. The first part is concerned with theories about research: kinds of theory, the connections between theory and method. The second part is method: measurement and scaling, sampling, experimental design, analysis of data. The third part concerns skills of research: varieties of social science research, establishing research relationships, styles of research, and practice with observational methods, particularly the interview. *Prerequisite:* For doctoral candidates.

906. SPECIAL TOPICS IN ORGANIZATIONAL THEORY AND BEHAVIOR. First term. Credit three hours. Mr. LODAHL.

The entire term will be devoted to one or several special topics in organizational theory and behavior, according to the interests of the faculty member and students. These may include (but are not limited to) leadership theory, executive development and training, group dynamics, and group problem-solving, attitude scaling and measurement, organizational growth and change, and human relations ("sensitivity") training. The intention of the course is to undertake a thorough review of theory and empirical research in a given area, rather than to cover a variety of topics. Although it is intended mainly for Ph.D. candidates, Master's degree students may enroll with permission of the instructor. *Prerequisite:* Courses 100 and 500 or equivalent.

RESEARCH AND PUBLICATIONS

RESEARCH PROGRAMS

THROUGH its research program the School seeks a combination of related primary objectives: the advancement of basic knowledge, the utilization of that knowledge in teaching programs, and the further encouragement of both faculty and graduate students in the use of research for decision making and other administrative purposes.

The School has stressed—though by no means exclusively—empirical studies of business firms, governmental agencies, hospitals, and similar enterprises. Here management is observed in interaction with its environment, and research is focused on the ways in which objectives are determined, resources are acquired, allocated, and controlled, and activities coordinated. This approach not only breaks new ground in organizational analysis but also provides a base for theory. Studies of this type include a large-scale analysis of the social origins, training, and career patterns of federal governmental executives, a community power structure survey, an analysis of state capital budgeting policies and procedures in the U. S., a survey of banking policies with regard to handling of cash and marketable securities, studies of hospital organization and operations, inquiries directed into the policy formulation processes of various business enterprises, and broad inquiry into organizational and economic trends in the field of agricultural industries. Other on-going research efforts concern the development of capital budgeting in both business and government, the study of executive personality, analysis of the regional concept as related to hospitals, the comparative analysis of the effects of centralization and decentralization in two large concerns, and the development of concepts of managerial accounting.

The School maintains close association with University-wide agencies concerned with social and organizational research, particularly the Cornell Social Science Research Center and the Cornell Computing Center. The research program provides a number of stipends as well as training and dissertation opportunities for advanced graduate students.

Hospital Research

The modern hospital presents difficult problems in administrative and financial practice. The resolution of complex situations in the relationship of hospitals to consumers and to the health professions has far-reaching implications. In order to advance the hospital's usefulness to society, the establishment of adequately supported, continuing research programs is essential. The Sloan Institute of Hospital Administration maintains a full-time, multidisciplinary staff whose research is directed toward various problems in the hospital and health field.

Agricultural Industries Management Research

The School was given a five-year grant from the Whitehall Foundation, Inc., to develop a research program in agricultural industries.

One topic on which research is currently in process under the grant is a comparative study of the management of seasonal inventories in several agricultural processing industries. This study will concentrate on the relationships between market structure, size of firm, and information requirements for inventory management.

The possibility exists that qualified students working for doctoral degrees who have special interests or experience in this field may be eligible for research assistantships or fellowships. Inquiries should be directed to the Director, Whitehall Foundation Research Program.

THE PUBLICATIONS PROGRAM

The publications program of the School complements the teaching and research programs. For publications currently available, inquiries should be directed to the Administrative Aide to the Dean, in care of this School.

The Administrative Science Quarterly

The School publishes *Administrative Science Quarterly*, a scholarly journal concerned with advancing basic understanding of administration through empirical investigation and theoretical analysis. The *Quarterly* contains articles, book reviews, and abstracts relating to administration in several types of enterprises and environments, including business, governmental, hospital, military, and educational. Inquiries relating to this publication should be sent to the Editor, *Administrative Science Quarterly*, in care of this School.

Cornell Studies in Policy and Administration

The School also publishes books and monographs on various aspects of administration and policy. Five studies have been published so far. *Information for Administrators* by Paul Wasserman; *Statistical Method in Comparative Administration: The Turkish Conseil D'Etat* by Robert Presthus; *Measurement and Evaluation of Organizational Performance* (an annotated bibliography) by Paul Wasserman; *Decision-Making: An Annotated Bibliography* by Paul Wasserman and Fred Silander; and *Management Decisions for Cash and Marketable Securities* by Harold Bierman, Jr. and Alan K. McAdams.

Cornell Reprints in Administration

Reprints of articles published by faculty members of the School are issued, under special cover, in the Reprint Series. Single copies of these, covering topics in business, public, and hospital administration, are available free of charge. Sixteen articles have so far been included in the series, which was started in the

fall of 1961. Inquiries should be addressed to Mrs. Gail Thompson, in care of this School.

LIBRARY AND RESEARCH RESOURCES

The library of the Graduate School of Business and Public Administration maintains a constantly growing basic and selective collection of books, pamphlets, periodicals, documents, and reports. The aim of the library program is to provide a working laboratory of published material which covers the various aspects of the administrative process as well as the subject matter fields in which course work and research are carried on.

The library receives regularly and maintains files of periodicals, journals, financial and advisory services, government publications, and selected company publications. It provides, as well, pertinent documentary material from the different levels of government. A highlight of the collection is the extensive file of annual reports of principal domestic and foreign corporations and data from these same companies on their internal management policies and procedures.

A reference collection is maintained and professionally staffed to provide direct assistance to students in the solution of academic and research problems. Provision is also made for the library guidance of students in the preparation of reports and independent research. Detailed bibliographic assistance is provided for doctoral candidates.

To familiarize the students with the working bibliographic and research tools in business and public administration, instruction is given in "Information Sources in Administration."

In addition to the library of the School, the new John M. Olin graduate research library and other departmental libraries, notably that of the School of Industrial and Labor Relations, are also accessible to students of this School. The government documents collection of the University Library is one of the largest in the country. Altogether the library holdings of the University total more than 2,000,000 volumes, making Cornell one of the major library research centers in the United States.

SPECIAL PROGRAMS

THE CORNELL Graduate School of Business and Public Administration develops and conducts institutes, seminars, conferences, and other types of special training programs to meet the needs of business organizations, associations, and governmental agencies.

PROGRAM DESIGN

The special training programs are tailored to the needs of the participating groups and may vary in length from a few days to several weeks. They are usually conducted on the University's Ithaca campus, thereby gaining the full advantage of resident faculty participation, libraries, University housing arrangements, and other basic educational and living facilities. Consideration will be given, however, to requests for off-campus instruction.

Types of Programs

The School is prepared to cover a wide range of subject matter in its special institutes and seminars. From a functional point of view, these subjects may include, among others, accounting, budgeting, purchasing, policy formulation, human relations, planning, organization, personnel, production, finance, marketing and sales management, transportation, and managerial economics.

From another point of view, special programs may be devised covering in an integrated treatment a number of functional topics for such groups as city managers, representatives of small business, administrators of business or governmental enterprises involving the coordination of various types of functions, and representatives of professional and trade associations. Programs may involve the consideration of either business or governmental administrative problems or combinations of both. In certain situations it has been found mutually advantageous to develop a research program in connection with a seminar or institute program.

In addition, many of the faculty of the School have, as individuals, served as advisers to a wide range of industrial concerns and governmental agencies in the development of administrative training programs within those organizations.

Instructional Policies

Instruction is primarily under the direction of faculty members of this School. Frequently, however, the programs benefit from the cooperation of faculties of other schools and colleges at Cornell, including Engineering, Hotel Administration, Law, Agriculture, Medical, and Industrial and Labor Relations. In addition to academic staff from Cornell and other universities, outstanding successful practitioners in appropriate fields are invited to participate as discussion leaders and speakers.

In special programs, instructional methods which have proved to be most effective with adult groups are used. Emphasis is placed on relatively small groups, with considerable attention paid to the analysis and discussion of carefully selected case studies. An effort is made to supply the participants with materials which they can use after completion of the programs.

In planning a special program, faculty members work closely with representatives of the group being served in order that concentrated attention can be given to the interests and problems of the participants.

Further Information

Persons interested in further information concerning the special training programs of the School should write the Director of Special Programs, in care of this School.

THE EXECUTIVE DEVELOPMENT PROGRAM

The Executive Development Program is a six-week, off-the-job course of study for sixty senior executives from private enterprise and government agencies. The Program was established by the Graduate School of Business and Public Administration of Cornell University in 1953. Since that time nearly four hundred executives have participated in annual sessions.

In keeping with the theme of the Program, "Preparing for Responsible Business Leadership," enrollment is limited to men to whom each company or government agency looks for future leadership. Participants comprise a heterogeneous group with respect to geographic and industry distribution and administrative functions.

This intensive course of study is designed to facilitate each participant's self-appraisal of his own awareness, approaches, and attitudes with respect to top management responsibility. The methods of instruction will be discussion of case studies, consideration of important issues, and interchange of ideas with faculty, business leaders, and other participants. Development of a useful approach to top management responsibility, although an individual problem, is thus promoted through joint endeavor in the Program.

The twelfth annual Executive Development Program will begin June 29 and will end August 7, 1964. Applications must be submitted by March 15.

HOSPITAL ADMINISTRATORS DEVELOPMENT PROGRAM

As the importance and complexity of health organizations increase, the professional administrator has a continuing need to develop a greater understanding of the administrative process as it operates in the context of hospitals and other health institutions. It is also important for him to increase his knowledge of current health and organizational problems in order to coordinate the wide range of functions within his institution and relate these activities to the growing complex of community health services. The Hospital Administrators Development Program offers to a selected group of experienced administrators a four-week course of lectures, readings, and discussions dealing with principles and a broad spectrum of trends and issues affecting their responsibilities. It brings the health leaders from

all parts of the United States, Canada, and overseas into stimulating contact with resident and visiting faculty members carefully chosen for their ability to contribute to a better understanding of the three basic areas included in the curriculum. Together faculty and participants explore challenging aspects of medical care programs, the administrative process, and trends in hospital administration. Participants are relieved from the daily concerns of their jobs, thereby providing an opportunity to reappraise the customary approach to their roles. Reactions to the programs of past summers suggest that this experience significantly deepens the understanding and broadens the viewpoint of the participants.

BUSINESS ADMINISTRATION DEVELOPMENT PROGRAM IN TURKEY

In 1962, the Graduate School of Business and Public Administration signed a contract with the International Cooperation Administration to assist in the development of a program in business administration at the Middle East Technical University in Ankara, Turkey. The initial three-year contract will provide both for the training of Turkish students at Cornell and for the sending of professors from this School as well as others to Turkey for periods ranging from six months to two years. It is hoped that as a result of Cornell's assistance, METU will become in time the center for management education in Turkey and in the Middle East. Although this is the first time that the School has engaged in technical cooperation, Cornell University has long had a reputation as an institution concerned with economic and social advancement of less developed countries. The business administration program at METU is thus a part of this tradition.

FOOD DISTRIBUTION PROGRAM

A cooperative program in food distribution, carried on by the College of Agriculture and the Graduate School of Business and Public Administration, is designed to provide full-time academic training for those already employed in the food manufacturing and distribution industry and for students who wish to combine a study of the fundamentals of business and public administration with a study of food distribution.

Three types of training are offered: (1) "Special" student training, usually for one year, for those who are not interested in becoming candidates for degrees, (2) four-year undergraduate degree training for those who desire broad training with specialization in the food distribution field, and (3) graduate work, leading to the Masters' and Doctors' degrees, for qualified students who have Bachelors' degrees. Students in the Graduate School of Business and Public Administration may elect this program as a field of concentration during their second year of study.

The National Association of Food Chains has available a number of fellowships of \$1500 each for employees in the food industry.

Special students and four-year undergraduate students register in the College of Agriculture. Candidates for the graduate degrees register in the Graduate School and take their major in agricultural economics.

Further information may be obtained by writing to Professor Wendell Earle, Food Distribution Program, Warren Hall, Ithaca, New York.

STUDENT ADMISSIONS, SERVICES, AND ACTIVITIES

ADMISSIONS, COSTS, AND FINANCIAL AID

CONSIDERATION for admission to candidacy for one of the professional degrees is given to graduates of recognized colleges, universities, or technical schools in this country and abroad who hold baccalaureate degrees or their equivalents.

Entrance Examinations

The School requires applicants for admission to the M.B.A. degree program to take the Admissions Test for Graduate Study in Business. Persons seeking admission to the M.P.A. degree program must either take this same test or substitute for it their scores on the Aptitude and the Government portions of the Graduate Record Examination. Applicants for the joint program in Administration and Law may substitute the Law Aptitude Test.

These examinations are administered periodically each year, usually four times, throughout the United States and in many major cities of the world. It is the responsibility of the applicant to arrange to take the appropriate examination, for which a moderate fee is charged. Inquiries about the examinations and applications for taking them should be addressed as soon as possible to the Educational Testing Service, 20 Nassau Street, Princeton, New Jersey. Applicants must arrange with the Educational Testing Service to have examination scores reported directly to the School.

The results of these tests will be used by the Admissions Committee as one of the criteria for admission to the School. It is not intended that the tests substitute for an adequate undergraduate college record, recommendations, or other background information. Rather, they provide additional objective information for evaluating the qualifications of applicants on a common basis.

Applicants whose native language is not English are required to meet English language proficiency standards established by the Graduate School at Cornell University. (See that School's brochure, *Prospective Graduate Students from Outside the United States.*)

Admission Standards

An application for admission is acted on only after a careful evaluation of all the information submitted by and on behalf of the candidate. Naturally, his overall undergraduate academic record is of primary importance in indicating the degree of his ability to undertake graduate work in business or public administration. Important additional factors include indications of the applicant's intellectual development in the course of his undergraduate career, inherent ability as indicated by the admission tests mentioned above, extracurricular activities.

employment experience, comments of undergraduate faculty members and other persons, career motivation, and indicated capacity for development as a responsible and creative executive.

Although there are no particular undergraduate courses required of entering students, it is recommended that students planning to enter the School include in their undergraduate programs courses in mathematics (including calculus), economics, and American government. Considering the relative specialization inherent in graduate work and—even more so—in professional work experience, candidates should endeavor to achieve as broad an education as their undergraduate curriculums will allow. Undergraduate courses in business administration do not of themselves enhance a candidate's chances for admission, or necessarily assure satisfactory academic performance at this School.

Interviews

Interviews are not required of prospective Master's degree students, except in the case of Cornell students applying for admission on a double-registration basis as noted above and in the case of other students whose admission may involve special problems. The School, however, does regard interviews as helpful for clarification and appraisal. Therefore, applicants are encouraged to come to the campus for this purpose.

Joint Programs

GENERAL REQUIREMENTS

A Cornell upperclassman, from a division of the University located in Ithaca, may apply to this School as a degree candidate at any time during his third year. Admission is limited to the Cornell undergraduate who, by virtue of his undergraduate record, intellectual and personal maturity, and sense of purpose, appears to be a particularly promising candidate for this School's graduate programs. Admission is a competitive accomplishment achieved by only the top-level student. If admitted, he may commence his work in this School no earlier than the beginning of his fourth undergraduate year. A five-year engineering student may apply for admission as a double registrant after either his third or fourth year.

The admission standards outlined above are equally applicable to the joint-program applicant, including the requirement that he take either the Admission Test for Graduate Study in Business or the Aptitude and Government portions of the Graduate Record Examination. In addition, the joint-program applicant must be interviewed by the Director of Admissions, another member of the Committee on Admissions, or another appropriate faculty member.

Joint-program applications are acted upon as a group. All applications for admission in September, 1964, must be submitted by March 20, 1964, complete with undergraduate transcripts including grades for the 1963 fall term, admission test scores, and two letters of reference. Application interviews must be completed by the same date. It is planned that applicants will be informed of the action taken on their applications by not later than May 1, 1964.

It is the applicant's responsibility to arrange with his undergraduate college office for approval of his joint program if accepted for admission to the Graduate School of Business and Public Administration. It is also his responsibility to be

sure that undertaking work in this School will not prevent his fulfilling his undergraduate requirements.

Meeting requirements for both the baccalaureate and Master's degrees necessitates careful scheduling of required and elective courses prior to and during the period of "double registration"; therefore, joint-program applicants should give careful thought to planning their academic programs. Requests for information not available in this Announcement should be referred to the School's Admissions Office.

AGRICULTURE

A fourth-year student registered in the College of Agriculture may be admitted as a degree candidate provided he files and obtains acceptance of his application by the School with the approval of his College. The admissions standards of this School will apply. The fourth-year work of such a student, taken in conformity with an approved program, will be accepted in satisfaction of the first 30 credit hours of the total of 62 credit hours necessary for the Master's degree in business or public administration. In this approved fourth-year program, the faculty of the College of Agriculture permits its students to count toward their social studies requirement up to 9 hours from courses in business and public administration, except courses in statistics and accounting. In the student's fifth year, he should first plan to take such common core courses as are required during the second-year program of all prospective M.B.A. or M.P.A. candidates.

ENGINEERING

With the approval of the faculties of this School and several of the schools of the College of Engineering, joint programs have been developed. Such combined programs might lead toward either the M.B.A. or the M.P.A. degree. The programs involve special arrangements which should be discussed directly, either by letter or interview, with the Administrative Aide to the Dean of this School.

OTHER POSSIBILITIES

These programs do not by any means exhaust the possibilities available to the qualified student. Cornell University at Ithaca includes not only the schools and colleges mentioned above, but also the College of Architecture, the College of Home Economics, the School of Industrial and Labor Relations, the School of Hotel Administration, the College of Arts and Sciences, the School of Education, the Veterinary College, the Graduate School of Nutrition, and the Graduate School. Students who wish to consider undertaking combined programs of any sort must, of course, have the necessary qualifications and must, in general, expect to meet the prerequisite requirements of both this School and any other school or college at Cornell University in which they desire to take work.

Admission of Nondegree Candidates

The School accepts a very limited number of qualified students who, because of special circumstances (e.g., one year's leave of absence from employment, one-

year fellowship for a foreign student), are not candidates for degrees. Admission standards and procedures are the same as for degree candidates.

Admission for the Ph.D. Degree

See the chapter of this Announcement entitled "Program for the Doctor of Philosophy Degree." Admission requirements and procedures for the Ph.D. degree are handled by and through the Office of the Graduate School.

Admission Procedure

Applicants for admission to Master's degree programs may obtain admission application forms from the Director of Admissions and Student Affairs of the Graduate School of Business and Public Administration. The forms should be filled out carefully and returned to this officer of the School. In addition to completing the forms and arranging for the forwarding of test scores to this School, applicants must also submit transcripts of their undergraduate records, pay a nonrefundable \$10 application fee (if applying to Cornell for the first time), and arrange for the submission of letters of reference from two individuals, such as professors of undergraduate courses, who are capable of judging the applicant's capabilities for graduate work.

Except for double registrants, as noted above, applications for any particular academic year should be filed at the latest by May 1 preceding the fall term for which admission is sought. Although the School may receive applications after May 1, most available places are filled prior to that date. Consequently, applicants should file applications as early as possible.

Applicants are notified as promptly as possible of their acceptance or rejection; or, if special circumstances warrant, they are informed of the date when final action may be taken.

New students are normally admitted to the School only for the fall term, which begins in September. Admission in February is permitted only in unusual circumstances, because of the integrated and sequential nature of curricula extending over a four-term period of two years.

Registration

As indicated in the section "Services to Students and Alumni," an orientation for new students is conducted during the weekend prior to formal registration in the University and in the Graduate School of Business and Public Administration. New students entering this School in the fall of 1964 will be advised regarding the time of arrival in Ithaca. Registration for new students will take place on Monday, September 21.

Former students, including returning second-year students, will register on Tuesday, September 22. All students should refer to the Academic Calendar at the front of this Announcement for further information concerning the dates of instruction.

Students who are registering at Cornell *for the first time* must (1) pay a registration fee of \$28, and (2) present a certificate of immunization to the Administrative Aide to the Dean of this School (see also "Health Requirements on Entrance" below).

Tuition and Fees

Tuition and fees in the Graduate School of Business and Public Administration for each term (there are two terms of sixteen weeks each in the normal academic year) are as follows:

| | |
|-----------------------------------------|----------|
| Tuition | \$700.00 |
| College and University General Fee..... | 150.00 |
| | <hr/> |
| | \$850.00 |

In addition to these term fees, new students must pay the \$28 fee as explained previously under "Registration." This fee covers matriculation charges and certain graduation expenses. Students who have previously matriculated at Cornell do not pay this fee.*

For additional information about rules of payment at Cornell, see the *Announcement of General Information*, which may be obtained from the Visitor Information Center, Day Hall, or by writing to Cornell University Announcements, Day Hall, Ithaca, New York.

Fellowships, Scholarships, and Grants to Master's Degree Candidates

Fellowships are based on scholastic ability. Scholarships and grants-in-aid are awarded on the basis of both scholastic ability and financial need.

Awards are as follows:

1. The Bache and Company Fellowship in finance.
2. The William H. Burns Scholarship of the Tompkins County Trust Company, awarded to a resident of Tompkins County.
3. The S. C. Johnson and Son, Incorporated, Fellowships in market research.
4. The Kaiser Aluminum and Chemical Corporation Fellowship.
5. The National City Bank of Cleveland Scholarship, for study in money, banking, and finance.
6. The Alfred P. Sloan Foundation, Incorporated, Fellowships and Scholarships, for study in hospital administration.
7. The Walter C. Teagle Memorial Scholarship of the Standard Oil Company (New Jersey).
8. The Theodore P. Wright Fellowship of Cornell Aeronautical Laboratory, awarded to a degree candidate at this School with undergraduate training in engineering.

The University has also made available funds for a number of additional scholarships covering tuition and partial-tuition awards, which are also made on the basis of financial need and academic promise. All awards are normally made in the form of allowances against tuition, except when the amount of the grant exceeds tuition, in which case the excess becomes a stipend to the student, half of which is made available in the fall term and half in the spring term.

Applications for scholarships and fellowships by prospective Master's degree

* Tuition or fees may be changed by the Board of Trustees to take effect at any time without previous notice.

candidates must be filed before March 3 for the subsequent fall term. New applications for the spring term must be filed by January 1. Application forms may be obtained from the Director of Admissions and Student Affairs of this School.

In addition to the scholarships mentioned above, there are a number of scholarships available elsewhere in the University for which double-registrants in this School may be eligible. Those interested should consult the Office of Scholarships and Financial Aid, Day Hall.

Loans

Loans to promising students in need of assistance have been made possible by many gifts to the University. A new student may borrow up to \$1,000. Interest at the rate of 4 per cent begins one day after graduation; repayment installments begin three months after graduation. After one year's residence the maximum amount of the loan may be increased to \$1700. Under provisions of the National Defense Loan Program, degree candidates at this School may be eligible for loans ranging up to \$1,000 per year. Repayment and interest at 3 per cent begin one year after completion of schooling. If the loan recipient has any outstanding University bills (tuition, fees, University Housing and Dining Services) at the time a loan is granted, these expenses are deducted from the loan before any cash is paid to him.

In cases where a scholarship from this School's Committee on Financial Awards does not cover the student's needs, a University loan to be applied against tuition may be offered as a supplement to the scholarship award. Upon the recommendation of the Committee on Financial Awards and the approval of the University Committee on Student Aid, such a supplemental loan, in limited amount, may be made to an entering first-year student in this School. Further information regarding University loans may be obtained from the Office of Scholarships and Financial Aid, Day Hall.

Small loans are also available from Business and Public Administration, Inc., a nonprofit corporation governed by the faculty, alumni, and student members of its board of directors. Funds which have been accumulated by the corporation are administered and disbursed by this board in the form of graduate student aid. The student applying for a loan from Business and Public Administration, Inc., should consult the Associate Dean or the Administrative Aide to the Dean of this School.

For students in the Hospital Administration concentration, the W. K. Kellogg Foundation has established a loan fund which is administered in accordance with University regulations governing student loans. Requests for assistance should be made to the Office of Scholarships and Financial Aid, Day Hall.

Veterans' Benefits

All veterans who expect to attend Cornell under the educational benefits provided by Public Laws 894 (Rehabilitation) and 550 (Korean G.I. Bill of Rights) must complete the necessary enrollment forms in the Treasurer's Office in Day Hall at the time they register in the University. All inquiries relating to the use of Veterans Administration educational benefits at Cornell should be addressed to the nearest V.A. Regional Office.

Living Costs

Living costs cannot be stated with the same degree of certainty as regular University charges, since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that men students spend between \$135 to \$250 a term for room; \$275 to \$325 a term for board. Laundry, done in Ithaca, may require \$25 to \$40 a term. For women, the fixed charge for board and room in the dormitories is \$495 a term. Books, instruments, and other supplies will cost between \$30 and \$50 a term. Additional allowance must be made for clothing, travel, and incidentals. Experience indicates that total costs, including tuition, generally range between \$2900 and \$3250 for the full academic year for the single male student and between \$3800 and \$4300 for the married couple without children.

Health Requirements on Entrance

The following health requirements for entering graduate students have been adopted by the Board of Trustees of Cornell University. The Board has also ruled that failure to fulfill these requirements will result in a recommendation to the Registrar that the student be denied the privilege of registering the following term. The responsibility for fulfilling these requirements rests upon the student.

A satisfactory certificate of immunization against smallpox, on the form supplied by the University, must be submitted before registration. It will be accepted as satisfactory only if it certifies that within the last three years a successful vaccination has been performed. If this requirement cannot be fulfilled by the student's physician at home, opportunity for immunization will be offered by the Cornell medical staff during the student's first semester, with the cost to be borne by the student. If the student has been absent from the University for more than three years, immunity will be considered to have lapsed, and a certificate of revaccination must be submitted.

Every student is required to have a *chest X-ray*. He may present a chest film, made by a private physician, on or before entering Cornell, provided that it was obtained within six months of initial registration and is of acceptable quality; or he may present a chest X-ray report, provided that the radiograph was taken within the six months of initial registration, contains the film number and name and address of the X-ray facility, and is signed by a radiologist; or he may obtain the chest X-ray at Cornell during the orientation period or at some other specified time shortly thereafter, in which case the charge will be included in the registration fee.

Personal health records forms will be sent to graduate students accepted for admission. Students are requested to answer all questions and return the forms to the Gannett Clinic, Cornell University by August 1.

If a student has been away from the University for more than a year, he will need to submit a new health record form and, at his own expense, meet the X-ray requirement upon re-entrance.

SERVICES TO STUDENTS AND ALUMNI

The Graduate School of Business and Public Administration recognizes that graduate work involves a variety of situations which do not fall within the strictly academic phases of advanced study. These situations, such as extracurricular activities, most frequently serve as valuable supplements to one's own academic program. On occasions these situations may create problems or obstacles to satisfactory graduate study. As part of its advising and counseling work, the School seeks to ensure that the individual student is provided with whatever personal assistance and attention are needed to facilitate his studies, complete his educational objectives, assist in his placement, and contribute to his continued growth and development after he has left the School.

Housing

Sage Graduate Center, in the heart of the Cornell campus, provides housing and dining facilities for men and women who are candidates for advanced degrees in all fields.

Rooms in the Center are assigned on July 15 in order of date of receipt of application. Charges are payable in four equal installments.

The University maintains three modern housing units for married students. One- and two-bedroom, unfurnished apartments are available.

Applications for University-operated housing—for both single and married students—are obtained from and returned to the Department of Housing and Dining Services, Day Hall, Cornell University, Ithaca, New York.

Many students prefer to live in private dwellings or apartments. Information regarding these accommodations is available from the Off-Campus Housing Office in the Department of Housing and Dining Services, Day Hall.

Dining Arrangements

Men and women students may obtain meals in the student union building, Willard Straight Hall; Sage Graduate Center; cafeterias in Martha Van Rensselaer and Stocking Halls; or privately operated restaurants and cafeterias near the campus. Men may find the cafeteria in the University Halls area convenient for lunch and other light meals.

Student Counseling

The counseling of students is a responsibility of all faculty members of the School and of the Administrative Aide to the Dean in particular. Her office is concerned with all student activities, including student orientation and registration, advising and counseling, housing and alumni relations.

ORIENTATION

The faculty of the School believes that the educational philosophy and objectives of the School, the methods employed in furthering its educational programs,

and the academic and extracurricular opportunities afforded by the School and the University should be understood clearly by entering students. To accomplish this, an orientation period for new students, arranged by the faculty with student assistance, is conducted immediately before the registration period in the fall semester. An address by the Dean on the educational philosophy and academic program of the School, conferences with faculty members on programs of study, and descriptions of student activities highlight the formal portion of the orientation. Through planned discussions and social events, new students are afforded an opportunity to become acquainted with the student program, registration procedures, the Cornell campus, their fellow students, and the faculty.

ACADEMIC COUNSELING

Each student is assigned to a faculty adviser for academic counseling. Advisory relationships are, however, informal, and students are free to consult with all members of the faculty not only on matters pertinent to their education and future plans, but also on personal matters. In addition, the University's Office of Dean of Students, Day Hall, may be consulted by students regarding appropriate nonacademic problems.

ASSISTANCE TO FOREIGN STUDENTS

The International Student Office, Room 142, Day Hall, maintains a staff to look after the welfare of all students from other countries. Foreign students are invited to apply to that office for any information they need and to consult the staff about living quarters, personal problems, and social or other questions. It is suggested that foreign students write to the Director of the International Student Office before they come to Ithaca or call on him when they arrive.

Student Placement

While the School cannot accept responsibility for placing its graduates in suitable positions, it does make every effort to assist them in helping themselves. Each year Cornell University attracts to its campus, for participation in placement activities, one of the largest groups of representatives of business organizations and governmental agencies to come to any university. This is in part the result of the extensive nature of placement activities at Cornell. The staff of the Sloan Institute of Hospital Administration makes every effort to provide, for graduates in its concentration, contacts with directors of hospitals and health agencies which will lead to suitable employment.

The University maintains a full-time placement director and staff who coordinate the placement services of the University as a whole. In addition, each school and college, including the Graduate School of Business and Public Administration, maintains its own specialized placement office. The services are so coordinated that the interested student may easily find out about and take part in any placement interviews for which he may be qualified, whether they are held under the auspices of this or any other school or college of the University. In addition, a student may receive assistance in obtaining information regarding any concern or organization in which he is interested, in learning about interview and job placement procedures, in developing lists of potential employers when such employers do not send representatives to the campus, and in meeting the

requirements of examinations for the many branches of the federal, state, and international civil services. Special services are available for women.

Annual Career Conference

The School sponsors a conference in the late fall for the purpose of aiding its students in planning their career objectives. Panel sessions in various major business, industry, and governmental categories are staffed by the School's own alumni of two or more years' standing.

Services to Alumni

The Business and Public Administration Alumni Association is instrumental in maintaining liaison between faculty, current students, and some 1000 graduates associated with private and public organizations throughout the country and overseas. As part of their own professional development, members participate in various activities of the School, such as the career conference; a number serve as guest speakers at lectures and advanced seminars at the school; others provide case materials; many are assisting in the School's admissions program.

In addition, the School and the University assist in placement matters. Alumni of this School are periodically circularized as to their employment preferences. Consequently referrals can be made to an increasing number of requests from industry for alumni of the School who have various specialized or general qualifications.

Moreover, interested alumni of the School may utilize the alumni placement facilities of the University Placement Service which maintains an office both in Day Hall in Ithaca and in the Cornell Club of New York City (107 East 48th Street). This service has grown so that it is now used annually by about 1,000 alumni and more than 1,000 employers. "Job Bulletins" are published semi-monthly and are supplied to alumni who have registered with the Director of Placement. A "Registrants Available" bulletin, mailed to some 3,000 employers, outlines the qualifications of individuals who are seeking positions. These services are available to any Cornellian, whether or not he has obtained degrees from other institutions prior to coming to Cornell.

THE STUDENT PROGRAM

A professional school of administration must be interested in students' learning to work effectively in groups. While a certain amount of this type of learning is acquired in the group projects organized in connection with the School's academic program, a great deal more is acquired through participation in the organized undertakings of the student body. Designed to serve serious purposes and needs of the School, the student program outlined here represents an increasingly significant aspect of life and study in the Cornell Graduate School of Business and Public Administration.

The Student Association

The Student Association is the student government organization of the Graduate School of Business and Public Administration. Its general goals are to co-

ordinate the varied interests and activities of the student body, to foster closer relations among the students, faculty, and administration, and to develop a professional and fraternal spirit among the students. The Student Association fee of \$10 covers the two years of residence at the school.

The activities of the Student Association are under the guidance of a twelve-member executive council. The president, vice president, secretary, and treasurer are elected each February for one-year terms by the entire student body. A representative from the first-year class is elected in October to serve until the general election in February. The remaining seven members of the executive council are the appointed chairmen of the various committees and organizations.

SUPPER CLUB . . . Prominent representatives of business and government address students and their guests at dinner meetings held throughout the year.

THE CORNELL EXECUTIVE . . . *The Cornell Executive* is a student-edited newspaper which is published at regular intervals throughout the academic year. Copies of each issue are distributed to all students, faculty, and alumni of the School. Regular features in each edition include an examination of some aspect of faculty research, a review of new acquisitions by the School library, and excerpts from outstanding student classroom reports. A special section is devoted to alumni affairs.

SOCIAL ACTIVITIES . . . The social committee of the Student Association sponsors activities, both friendly and instructive, throughout the year. The fall dance, spring dance, Christmas party, and faculty-student spring picnic with its baseball game are special highlights of the social year.

Early in the school year, students find their way into *the student lounge*. It is the logical spot for discussions and informal gatherings, for casual reading of magazines, and for enjoying a cup of coffee or other refreshments. Just off the lounge are the offices of the Student Association.

WIVES' CLUB . . . More than 20 per cent of the students attending the School are married. Their wives have formed a group of their own. Throughout the year the Wives' Club provides entertainment and programs of interest and assists the social committee.

Naturally, not every student can participate in all of the nonclassroom activities described here. But their success depends upon student interest and participation. They are directed and managed by students. They are not "administered." There is no set pattern of functions to which the Student Association must adapt itself. Each class determines what it would most prefer to undertake and emphasize. Student activities provide a stimulating experience and a valuable exercise of the professional talents which it is the function of the School to develop. The hope is that every student who is interested in participating in the Student Association or other activities, whether as organizer or spectator, will have the opportunity to do so.

Professional Associations

There are student chapters of the Society for the Advancement of Management, the American Society for Public Administration, and the Association Internationale des Étudiants en Science Economiques et Commerciales. These

organizations provide excellent opportunities for bringing business and government operations nearer to the campus. In addition to informal meetings for the discussion of professional matters and field trips, the groups are addressed by recognized leaders in their respective spheres.

General Information

Attention is directed to the *Announcement of General Information* for details regarding health services and medical care; vocational testing and guidance; use of motor vehicles; and University social and cultural activities. Copies of that Announcement may be obtained from the Visitor Information Center, Day Hall, or by writing to Cornell University Announcements, Day Hall, Ithaca, New York.

THE STUDENT BODY

AMERICAN INSTITUTIONS OF HIGHER LEARNING REPRESENTED IN 1963-1964

| | |
|-----------------------------|----------------------------------|
| Bethany College | Michigan State University |
| Boston College | Monmouth College |
| Boston University | Murray State College |
| Bowdoin College | Norwich University |
| Brooklyn College | University of Notre Dame |
| Brown University | Park College |
| Bucknell University | University of Pennsylvania |
| University of California | Pennsylvania Military College |
| Canisius College | Princeton University |
| University of Cincinnati | Principia College |
| Colby College | Purdue University |
| Colgate University | Rensselaer Polytechnic Institute |
| Columbia University | University of Rochester |
| Cornell University | St. Lawrence University |
| Dartmouth College | University of Scranton |
| Denison University | Seattle University |
| De Pauw University | Stanford University |
| Grinnell College | Swarthmore College |
| Harvard University | University of Texas |
| Harvey Mudd College | Tufts University |
| Hobart College | Union College |
| University of Idaho | University of Vermont |
| State University of Iowa | Wabash College |
| Kenyon College | University of Washington |
| Lafayette College | Washington & Jefferson College |
| Lehigh University | Washington & Lee University |
| Loretto Heights College | Wesleyan University |
| University of Maine | Wheaton College |
| Manhattan College | The College of Wooster |
| University of Maryland | Worcester Polytechnic Institute |
| University of Massachusetts | Yale University |
| University of Michigan | |

FOREIGN INSTITUTIONS OF HIGHER LEARNING REPRESENTED IN 1963-1964

| | |
|--------------------------------------------|--------------------------------------|
| University of Chile | University of Manitoba (Canada) |
| Commercial Institute (Chile) | McGill University (Canada) |
| Ecole Supérieure de Commerce de Paris | Middle Eastern Technical University |
| (France) | (Turkey) |
| International Christian University (Japan) | Queen's University (Canada) |
| University of the East (Philippines) | Robert College (Turkey) |
| Hamburg University (Germany) | Seoul National University (Korea) |
| Keio University (Japan) | Tokyo University (Japan) |
| Kung University (Republic of China) | Waseda University (Japan) |
| LaMartinière (France) | Yokohama National University (Japan) |

INDEX OF COURSES

| <i>Designation</i> | <i>Title</i> | <i>Page</i> |
|--------------------|---------------------------------------------------------|-------------|
| 010 | Directed Reading and Research..... | 43 |
| 100 | Introduction to Administration..... | 27 |
| 101 | Personnel Management and Human Relations..... | 27 |
| 102 | The American Economy..... | 27 |
| 103 | Managerial Economics | 27 |
| 104 | Finance | 28 |
| 106 | Marketing | 28 |
| 107 | Production | 28 |
| 108 | Politics and Political Power..... | 28 |
| 109 | Public Administration for Foreign Students..... | 40 |
| 110 | Principles of Accounting..... | 28 |
| 110S | Principles of Accounting..... | 28 |
| 111 | Managerial Accounting | 29 |
| 112 | Governmental Accounting | 29 |
| 113 | Introduction to Managerial Statistics..... | 29 |
| 115 | Health Needs and Services..... | 35 |
| 116 | The Health Organization and Its Environment..... | 36 |
| 117 | Health Economics | 36 |
| 200 | Business Policy Formulation..... | 29 |
| 201 | Information Sources in Administration..... | 29 |
| 202 | Business and Public Policies..... | 29 |
| 300 | Advanced Accounting | 30 |
| 301 | Advanced Accounting | 30 |
| 302 | Cost Accounting | 30 |
| 303 | Cost and Budgetary Control..... | 30 |
| 304 | Financial Accounting | 30 |
| 305 | Tax Accounting | 30 |
| 307 | Auditing Procedure | 30 |
| 308 | Law of Business Associations..... | 30 |
| 309 | Advanced Business Law..... | 30 |
| 325 | Seminar in Management of Agricultural Industries..... | 34 |
| 350 | Small Business Management..... | 34 |
| 351 | Comparative Business Administration..... | 34 |
| 352 | Communications, Public Opinion, and Administration..... | 34 |
| 375 | Economic and Business History..... | 37 |
| 376 | Business Policy and Economic Instability..... | 37 |
| 377 | Competitive Behavior and Public Policy..... | 37 |
| 378 | Business Forecasting | 37 |
| 379 | Seminar in Managerial Economics..... | 37 |
| 380 | Seminar in Entrepreneurial History and Policy..... | 37 |
| 381 | Monetary Management and Stabilization..... | 38 |
| 400 | Demand Analysis and Marketing Research..... | 38 |
| 401 | Economics of Linear Programing..... | 38 |
| 402 | Quantitative Approaches to Management Decisions..... | 38 |
| 403 | Seminar in Quantitative Methods..... | 38 |
| 425 | Analysis of American Industries..... | 34 |
| 426 | Financial Management | 35 |
| 427 | Investment Management | 35 |
| 428 | Governmental Fiscal Management..... | 35 |
| 429 | Financial Institutions and Capital Markets..... | 35 |
| 430 | Investment in Government Securities..... | 35 |
| 431 | Public Utilities | 42 |

| <i>Designation</i> | <i>Title</i> | <i>Page</i> |
|--------------------|------------------------------------------------------------------------|-------------|
| 432 | Capital Financing Seminar..... | 35 |
| 450 | Administrative and Organizational Developments in Hospitals..... | 36 |
| 452 | Orientation to Clinical Medicine..... | 36 |
| 453 | Legal Aspects of Hospital Administration..... | 36 |
| 454 | Policy and Planning in Hospitals and Related Agencies..... | 36 |
| 455 | Seminar on Health and Society..... | 36 |
| 475 | Sales Management..... | 38 |
| 476 | Marketing Research..... | 38 |
| 477 | Seminar in Marketing Measurements..... | 38 |
| 478 | Advertising Management..... | 39 |
| 479 | Seminar in International Marketing..... | 39 |
| 480 | Marketing Strategy..... | 39 |
| 481 | Seminar in Marketing Theory..... | 39 |
| 500 | Human Relations in Administration..... | 39 |
| 501 | Public Personnel Management..... | 39 |
| 502 | Seminar in Business and Industrial Personnel..... | 39 |
| 503 | Seminar in Personnel Management..... | 40 |
| 525 | Factory Management..... | 40 |
| 526 | Manufacturing Policy Determination..... | 40 |
| 527 | Manufacturing Analysis..... | 40 |
| 551 | American Operations Abroad..... | 40 |
| 552 | Comparative Public Administration..... | 40 |
| 553 | Municipal Finance Administration..... | 41 |
| 554 | Seminar in Urban Government and Administration..... | 41 |
| 555 | Federal Administration..... | 41 |
| 556 | Seminar in Public Administration..... | 41 |
| 557 | Seminar in Military Management and Civil-Military Relations..... | 41 |
| 559 | Supply and Materiel Management..... | 40 |
| 575 | Transportation: Rates and Regulation..... | 43 |
| 576 | Transportation: Organization, Administration, and Public Policies..... | 43 |
| 600 | Introduction to Probability Theory..... | 42 |
| 601 | Introduction to Statistical Theory..... | 42 |
| 602 | Introduction to Operations Research..... | 42 |
| 604 | Analytical Methods of Operations Research..... | 42 |
| 605 | Integrated Operations Control..... | 42 |
| 900 | Management Surveys and Analysis..... | 34 |
| 901 | Introduction to Electronic Data Processing..... | 34 |
| 902 | Seminar in Organizational Theory and Behavior..... | 34 |
| 903 | Research in Business and Administration..... | 43 |
| 904 | Seminar in Politics and Administration..... | 42 |
| 905 | Seminar in Research Methods..... | 43 |
| 906 | Special Topics in Organizational Theory and Behavior..... | 43 |

[The student in this School is not limited to the courses listed above in developing his academic program. In his second year, particularly, he may wish to take graduate work in other schools and colleges on the Cornell campus.]

GENERAL INDEX

- Academic counseling, 58
- Accounting: concentration, 8-9; industrial program, 8; professional program, 8-9; internships, 9; courses, 28-30
- Administration and law, joint program in, 22
- Administrative Science Quarterly*, 45
- Admission procedure, 53
- Admission requirements: for the doctoral degree, 23; for the Master's degree, 50-53
- Advanced standing, 6
- Advisers, academic, 53; *see also* Counseling and Placement services
- Agricultural Industries Management Research, 45
- Agricultural management: concentration in, 9, 17; courses in, 34
- Agriculture, joint program in, 52
- Aim and philosophy of the school, 3-4
- Alumni services, 59
- American Society for Public Administration, 60
- Announcements, *Inside back cover*
- Annual Career Conference, 59
- Assistantships, for the doctoral program, 26
- Association Internationale des Étudiants en Science Economiques et Commerciales, 60
- Business administration, 6-16; basic program in 7-8; concentrations in: accounting, 8; agricultural management, 9; business management, 9-10; finance, 10; hospital and health administration, 10-11; managerial economics, 11-12; marketing, 13; personnel management, 13-14; production, 14; quantitative analysis, 14-15; transportation and public utilities, 15; special, 15-16
- Business Administration Development Program in Turkey, 49
- Business management: concentration in, 9-10; courses in, 34
- Calendar, *Inside front cover*
- Case method, 5
- City management, concentration in, 18
- Concentrations: business administration, 8-16; public administration, 17-21
- Core curriculum: business administration, 7; public administration, 16-17
- Cornell Executive*, 60
- Council, advisory, 1
- Counseling services, 57-58
- Courses: description, 27-30, 31-13; exemptions, 6; in other schools, 27; index, 63-64; prerequisites, 30, 34-13
- Course programs, 7-25
- Degree programs: for the doctoral degree, 23-26; for the Master's degree, 5-22
- Degree with distinction, 6
- Description of courses, 27-30, 31-13
- Dining arrangements, 57
- Doctoral programs, 23-26
- Engineering, joint program in, 52
- Entrance examinations, 50
- Elective courses, 30, 34-13
- Executive Development Program, 48
- Exemptions, 6
- Expenses: *see* Living costs and Tuition and fees
- Facilities, 4
- Faculty, staff, and advisory groups, 1-2, 4
- Federal administration, option in, 20
- Fellowships: for the doctoral program, 26; for the Master's program, 54-55
- Finance: concentration in, 10, 19; courses in, 34-35
- Financial aid: for doctoral candidates, 26; for the Master's program, 54-55
- Food Distribution Program, 49
- Foreign students, assistance to, 58
- General public administration, option in, 20
- Grading standards: minimum, 5; for degree with distinction, 6
- Health requirements on entrance, 56
- Historical note, 4
- Hospital and health administration: concentration, 10-11, 19; integrated field experience, 35-36, 10-11; research programs, 44; Sloan Institute, 5
- Hospital Administrators Development Program, 48-49
- Housing, 57
- Human relations, *see* Personnel management
- Index of Courses, 63-64
- Instructional policies, 5, 47-48
- International and foreign operations, option in, 20-21
- Internships, accounting, 9
- Interviews, 51
- Joint programs: general requirements, 51-52; administration and law, 22; agricul-

- ture, 52; engineering, 52; other possibilities, 56
- Key to map of Cornell campus, 31
- Language requirements for doctoral students, 23
- Law: courses in, 30; program in administration and, 22
- Library and research resources, 46
- Living costs, 56; *see also* Tuition and fees
- Loans, 55
- Major subjects: for the doctoral program, 24; for the Master's program, *see* Concentrations under Business and/or Public Administration
- Management Research, 45
- Managerial economics: concentration, 11-12; qualitative approach, 12; quantitative approach, 12-13; courses, 37-38
- Map of Cornell campus, 32-33
- Marketing: concentration in, 13; courses in, 38-39
- Master's degree programs, 5-16
- Minor subjects, for the doctoral program, 24
- Nondegree candidates, 52-53
- Orientation, 57-58
- Personnel management: concentration in, 13-14, 19; courses in, 39-40
- Placement services: alumni, 59; student, 58-59
- Prerequisites, *see* Courses
- Production: concentration in, 14; courses in, 40
- Program for the Degree of Doctor of Philosophy, 23-26; admission, 25-26; financial aids, 26; general, 23; subjects, 24-25
- Public administration, 16-21; basic programs, 16-17; concentrations in: agricultural policy and management, 17-18; city management, 18; finance, 19; hospital and health administration, 19; personnel management, 19; public administration and policy, 19-20; transportation and public utilities, 21; special 21
- Public administration and policy: concentration in, 19-20; courses in 40-42
- Publications: *Administrative Science Quarterly*, 45; by students, 60; general information on, 45; series in policy and administration, 45
- Recreational facilities, 59-61
- Registration, 53
- Reprints in administration, 45-46
- Required courses, 27-29
- Research: courses in, 43; programs in, 41-45
- Scholarships: for the doctoral program, 26; for the Master's program, 54-55
- Sloan Institute of Hospital Administration, 5; *see also* Hospital Administration
- Services to students and alumni, 57-59
- Social activities, 60
- Society for the Advancement of Management, 60-61
- Special concentrations, 15-16, 21
- Special nondegree programs: for hospital administrators, 48-49; for industry and government, 47; *see also* Executive development
- Special programs, 47-49
- Student admissions, services, and activities, 50-61
- Student Association, 59-60
- Student body, 62
- Student program, 59-60
- Supper Club, 60
- Teaching programs for the Master's degree, 5-16
- Testing services: for admission, 50
- Transportation and public utilities: concentration in, 15, 21; courses in, 42-43
- Tuition and fees, 54; *see also* Living Costs
- Veterans' Benefits, 55
- Wives' Club, 60